APPENDIX A

Joint Exercise Coordination Procedures

1. <u>Coordination Requirements</u>

a. The supported combatant commands must coordinate directly with other supporting commands, Services, and agencies on all relevant matters pertaining to the planning and execution of joint exercises. The Joint Staff need only be kept informed through each command's point of contact in J-7, Joint Exercise and Training Division (JETD), CINC Exercise Branch (CEB). Special attention should be given to exercise timing and force lists. When two or more commands expect to use the same forces in exercises, force requirements should be exchanged to facilitate the planning effort. The Joint Staff will resolve conflicts, upon request.   This coordination occurs throughout the entire planning and execution phases of an exercise.

b. Normally, USACOM and USEUCOM will perform direct liaison with their respective NATO commanders for all aspects of US participation in NATO exercises.

c. The supported command will also validate exercise transportation requirements to USTRANSCOM. USTRANSCOM will then task appropriate transportation component commands (TCCs) to schedule the required lift. The following "training only" requirements should not be misconstrued as practice for wartime tasks.

(1) Exercise sponsoring commands will consolidate and submit validated common-user airlift requirements to USTRANSCOM NLT T-70. T-day is the first day of the month in which an exercise deployment or redeployment begins.

(2) Exercise sponsoring commands will consolidate and submit validated common-user sealift requirements (other than Navy amphibious sealift) to USTRANSCOM NLT T-100.

d. The Joint Operations Planning and Execution System (JOPES) will be used in conjunction with all CINC-sponsored or CJCS-sponsored exercises that involve movement of forces. For command post exercises , separate Time-Phase Force and Deployment Data (TPFDD) will be built for exercise play as well as for the actual movement of exercise players. When used, JOPES system performance and user capability will be an evaluated joint training objective within CINC Joint After Action Reports (JAARs).

e. Requests for mobile communications support and equipment controlled by the Joint Staff J-6, should be submitted IAW CJCS MOP 3, "CJCS-Controlled Tactical Communications Assets." The command requesting these assets will fund all associated costs including transportation and personnel support, less pay and allowances, incident to deployment and recovery.

f. Detailed requests for tanker support will be submitted to Air Mobility Command (AMC) Tanker Airlift Control Center (TACC/XOOT) NLT 60 days before the quarter for which an exercise is planned. A request update for exercises scheduled in second and third months of the quarter should be submitted 90 days prior to STARTEX. Requests should include specific dates, air refueling control times, track, number and type of receivers, altitude, onload, whether probe or drogue, and other pertinent data.

g. Intelligence support is an inherent part of the joint training process. Use and evaluation of national intelligence assets should be considered in the development of joint training activities. Requests for National Intelligence Support will be submitted in accordance with the specific guidance contained in the Joint Tactical Exploitation of National Systems (JTENS) Manual, Section 7, Chapter II. In order to ensure maximum support and efficient utilization of national resources in multiple exercise programs, coordination must begin as early as possible and include J2/DIA Exercise Branch (J20-2) as an addressee. The Defense Support Project Office (DSPO) can provide specific training and exercise assistance with regard to national systems and may be contracted directly through the J2/DIA.

h. The Defense and Space Operations Division, J-3, Joint Staff, is the space point of contact for exercise use of DOD space systems. Assistance in developing space scenarios is available from USSPACECOM, J-3. The space training and exercise support resources listed above provide tailored support if contacted early in the planning process.

2. <u>Political Constraints</u>. Political considerations can significantly impact the joint training process. Many training events and joint exercises are driven by the need to maintain military presence, provide visible support to allied nations, or warn potential opponents of US resolve to meet treaty obligations. Some of these events cannot be altered or canceled without significant coordination with allies. Also combatant commands must continually review their training programs in an era of rapid geopolitical change to ensure exercise objectives remain valid; some training requirements may not be met as a result of exercise changes caused by political sensitivities.

3. <u>Significant Military Exercise Briefs (SMEBs)</u>. DOD directive C-5030.43, "Significant Military Exercises", requires the Joint Staff (J-7) to inform the Secretary of Defense of significant military exercises. OSD then coordinates with the Department of State before obtaining final approval from the National Security Council (NSC). Appendix D defines significant exercises and provides the SMEB format.

4. <u>Resources</u>. Transportation, personnel, and equipment are critical issues that must be coordinated throughout the training process. Initially, commands should receive estimates of resource availability from the Joint Staff and USTRANSCOM during the Worldwide Training Conference in September each year. These estimates will allow the combatant commander to conduct initial planning for the outyears and to continue to refine near-term years in final coordination. combatant commanders need to be flexible in the planning process, for real-world events and shrinking defense budgets can have drastic effects on the worldwide exercise picture. The Chairman will determine the priority of support, including Special Operations Forces (SOF) support, to CINC-sponsored exercises in the event of resource conflicts.

5. <u>Natural Resources Management</u>. Scheduling commands will ensure that participating units comply with Federal, State, local, and applicable host-nation laws and regulations concerning protection of the environment. Exercises conducted in the US will comply with DOD Directive 6050.1, "Environmental Effects in the United States of DOD Actions", and DOD Directive 4700.4, "Natural Resource Management Program." Exercises conducted outside the United States must comply with DOD Directive 4715.II, "Analyzing Defense Actions With the Potential for Significant Environmental Impacts Outside the United States", as well as any applicable foreign laws or international agreements.

    a. Exercises likely to result in significant diplomatic, interagency, non-governmental organization, or media attention due to environmental considerations should be reported in advance in accordance with DOD Directive 4715.II.

    b. To the maximum extent feasible, advance environmental analysis and planning will be incorporated in the JOPES military operations and exercise planning system. Documentation should normally appear as an annex to the applicable exercise plan or OPORD.

6. <u>CJCS Exercise Funding</u>. Exercise funding is programmed and managed by several headquarters activities. The Joint Staff (J7/JETD) is the office of

primary responsibility for exercise <u>transportation funding</u> to include airlift, sealift, port handling (PH) and inland transportation (IT). Exercise related construction (Appendix E) is also centrally managed by the Joint Staff (J4/SMED). The Services and USSOCOM are responsible for funding all other exercise expenses, known as <u>incremental expenses</u>, such as consumable supplies, per diem, non-aviation fuel, and communications. Incremental funding does not include those outputs funded in other Service accounts such as flying hours, steaming days, or tank miles.

7. <u>Transportation Funding</u>

    a. <u>Background</u>. Transportation funding is managed by the Joint Staff in accordance with CJCSI 3511.01, CJCS Exercise Program Funding. The current management process with its coordinated planning, centralized funding, and decentralized execution is intended to prevent degradation of the overall program, that could result from conflict interests among combatant commands and Services. The process also allows the commanders the flexibility to determine how to best apply available resources to accomplish their training requirements. Therefore, the combatant commands design their own joint training programs consistent with their regional priorities, while the Joint Staff coordinates exercise scheduling and allocates exercise funding.

    b. <u>Planning</u>. For CINC-sponsored exercises, transportation requirements are refined for the current year and estimated for the subsequent five years. These requirements are then electronically submitted to J7/JETD for inclusion in the JTMS. This document then serves as the planning document for programming transportation resources. Hence the planning phase of the Planning, Programming and Budgeting systems (PPBS) is primarily a combatant command responsibility.

    c. <u>Programming</u>. Transportation planning factors (for example airlift hours and steaming days) contained in the JTMS are costed by the CJCS Exercise Program Manager (J7/JETD) using inflation factors contained in OSD's POM guidance. These airlift and sealift costs, together with port handling (PH) and inland transportation (IT) estimates provided by the Services, serve as the foundation for the POM submission.   The POM submission is reviewed during the summer months, with the program manager typically addressing requirements, shortfalls and their impact to various levels of leadership as required. Any adjustments to program funding made by OSD are then transmitted through a Program Decision Memorandum (PDM), which is the mechanism used to adjust the FYDP in preparation for the budgeting phase.

d. Budgeting. Typically, not all transportation requirements identified in the POM are funded. Consequently, J7/JETD must apply resource constraints to combatant commands' transportation requirements and issue specific funding targets to the combatant commands (airlift and sealift) and the Services (PH and IT). Budget year funding targets (usually current year plus two) are usually released in early July. Combatant commands must then update their programs accordingly in JTMS, reflecting funded and unfunded exercises. Combatant commands will provide J7/JETD with a separate spending plan by exercise, reflecting both funded and unfunded requirements by airframe hours and sealift platform steaming days. Services will submit spending plans indicating PH and IT cost estimates by exercise. These resource-constrained, updated requirements form the basis for the Budget Estimate Submission to OSD in September. Any further adjustments to program funding made by OSD as part of the budget review are transmitted via Program Budget Decision (PBD). At the very least, program adjustments are usually required to reflect revised airlift and sealift rates. Program adjustments (whether increases or decreases) result in changes to combatant command and Service spending targets, requiring further revision to spending plans. This revised program becomes the basis for the President's Budget Submission to Congress in January.

e. Execution. J7/JETD will confirm final combatant command and Service-transportation spending targets for the execution year, once Congress enacts the Appropriation. Several items specific to program execution merit attention:

(1) Realignment of Funds. Excess funds resulting from the cancellation or down-scaling of an exercise revert to Joint Staff control. These funds are then used to offset execution year program funding reductions or are reallocated to other high priority requirements. The affected combatant command or Service may request to internally realign the funds to unfunded requirements.

(2) Distribution of Funds. Transportation funds are distributed from the Joint Staff to AMC for airlift, MSC for sealift, and the Services for PH and IT. An exception to this distribution of funds is the Commercial Ticketing Program (CTP), discussed below.

(3) Commercial Ticketing Program. The CTP is intended to provide a mechanism for individual commercial air travel during exercise execution in circumstances where military airlift or commercial air charter is not efficient of economical.

(a) <u>Authorization</u>. Once a combatant commander validates a TPFDD to USTRANSCOM and AMC recommends exercise participants travel via commercial ticketing, USTRANSCOM will coordinate the commercial ticket decision with the combatant commander. This coordination will focus on whether commercial ticketing is endorsed by the combatant commander, as well as whether units should be approved for one way or round trip tickets. USTRANSCOM (TCJ3 -OP) will authorize use of the CTP only after TPFDD validation and consultation with the combatant commander. Once CTP is approved, USTRANSCOM (TCJ3-OP) will release an authorization message to include:

   <u>1</u>. The number of passengers by unit line number (ULN) or force module authorized movement under CTP

      <u>a</u>. Unit designation

      <u>b</u>. The ULN's point of origin

      <u>c</u>. Destination

      <u>d</u>. Whether the ULN is approved for one way or round trip

   <u>2</u>. The Service responsible for CTP funding

   <u>3</u>. The amount authorized

The authorization message will be addressed to cognizant office codes at the Service headquarters and Joint Staff (J7/JETD). After receipt of the authorization message from USTRANSCOM, the combatant command will retransmit the CTP authorization message to appropriate commands for action. Any modification to an authorization message to increase the amount of CTP funding for an exercise must be directed to USTRANSCOM (TCJ3-OP) through the combatant commander.

Note: It is the combatant commander's responsibility to ensure Service components are informed of CTP authorizations. Failure to do so may result in movement disconnects.

(b) <u>Funding</u>. Joint Staff will pre-position CTP funding with each Service at the beginning of the fiscal year and replenish it as

necessary at the beginning of each subsequent quarter. Mid-quarter adjustments may occur if warranted by large authorizations. It is the responsibility of each Service to develop a mechanism to use these Joint Staff moneys for CTP and prevent any drain on unit mission dollars. If a ULN is joint, the Service acting as the fiscal executive agent for those exercise participants will fund their commercial tickets. CTP authorizations are ultimately charged back to scheduling combatant commanders from the exercise airlift target.

(c) <u>Reporting</u>. USTRANSCOM (TCJ3-OP) will track total authorizations by exercise and Service and ensure CTP authorizations are included in monthly airlift reports from AMC/TACC. Services will, in turn, provide Joint Staff (J7/JETD) with quarterly reports of expenditures by exercise by the 30th day of the month following the quarter.

f. <u>CINC and Service Roles in the Funding Process</u>. The importance of the roles of the CINCs and Services in the funding process cannot be overemphasized. POM transportation requirements are based on combatant command and Service estimates. The accuracy of combatant command and Service estimates, and the viability of the combatant commands training program contribute to the Joint Staff's ability to successfully describe and defend the program. Quality input with regard to the impact of reduced funding levels provides background used to answer questions which arise during the budget review process and to defend exercise requirements against proposed reductions. Combatant commands may also verbalize the importance of exercise funding via other avenues such as Integrated Priority Lists and direct input to OSD or Congress. A strong position supporting exercise requirements, submitted by the combatant commands in a timely manner, contribute significantly to program resourcing.

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APPENDIX B

JOINT TRAINING PLAN FORMAT

1. <u>The Joint Training Plan (JTP)</u>. The joint staff and the combatant commanders develop JTPs that describe the training audience, the training events, training objectives, support resources required, and the anticipated timing of training events. The JTMP identifies the training requirements primarily for the joint staff, OSD and other NCA level organizations. The CINC JTP identifies the training requirements for the forces and staffs assigned to the combatant command, the command training goals, and plans for achieving these goals. The JTP is a product of the JMETL-based training requirements analysis. The supported command JTPs should be submitted to Joint Staff (J-7/JETD), JWFC, supporting commands, and components by 15 March annually. Supporting commands will submit JTPs NLT 15 May. The JTP will address the joint training requirements within a 3 year cycle. (For example the JTP submitted in March 1996 will address the joint training requirements for FY 1998, 1999, and 2000. These requirements for FY 1998, once resourced, become the FY 1998 Joint Exercise Schedule.) Note the JTP cycle addresses the scheduling of exercises and training events, not the specific design of exercises--normally submitted in a discrete exercise plan. Training requirements not identified within the JTP will not be funded by the CJCS. The JTP will list required forces in detail for at least the first year of the three year cycle. Adjustments on a case-by-case basis will be addressed through change requests by the supported command.

    a. <u>Tab A - CJCS/CINC's Training Guidance</u>. The training guidance is a concise narrative describing the focus and objectives of the plan as related to assigned missions and outlining the program's contributions to readiness. Possible topics that may be included (where appropriate): Purpose; Intent; Mission: Goals; Priorities; Training Philosophy (recommend including CJCS Commended Training Issues (CCTI)); Training Principles; Evaluation/Assessment; or others the CJCS/CINC deemed appropriate.

    b. <u>Tab B - Mission Capability Requirement Matrix</u>. This matrix lists all JMETs to include supporting and command-linked tasks, as appropriate, required to accomplish each of the CJCS/CINC's assigned missions. (See Figure B-1)

Mission Capability Matrix				
	MRC	MRC	LRC	NEO
ST 1 CONDUCT INTRATHEATER STRATEGIC DEPLOYMENT AND MANEUVER OF FORCES	X	X	X	X
ST 4.2.5 Coordinate Theater Reception Activities	X	X	X	
ST 8.3 Obtain Support for US Forces and Interests	X	X		X
ST 7.1.4 Determine Forces & Cargo to be Deployed(COMMAND-LINKED-USTRANSCOM)	X	X	X	X
ST 5.1.4 Monitor Worldwide and Theater Strategic Situation	X	X	X	X
ST 2 Develop Theater Strategic Intelligence	X	X	X	X
ST 2.2.3 Provide for Theater Strategic Reconnaissance & Surveillance	X	X		
ST 6.1 Provide Theater Aerospace and Missile Defense	X			
ST 6.1.5 Provide Theater Missile Defense	X	X		
OP 3.1.1 Establish Joint Force Targeting Strategy	X	X		
OP 6.2.4 Provide Positive Identification of Friendly Operational Forces	X	X	X	X

JMETL

Figure B-1. Tab B Example

c. Tab C - JMETL: The JMETL is the combatant commander's list of joint tasks considered essential for accomplishment of plans predicated on the missions assigned and forces apportioned by the JSCP, US alliance or treaty, or by regional initiatives. This list (with conditions and standards) will be used to focus the training program required to support the combatant command's missions. All supporting and command-linked tasks will be listed under the appropriate JMET. (Note: If the command chooses to publish their respective JMETL under separate cover, only a reference to that document is required in Tab C.)

Example:

JMET: *Establish Theater-Wide Command and Control Warfare (C2W)* (ST 5.5)

Conditions:
C 2.2.5.2 Modern information and intelligence and processing systems (abundant)
C 2.3.2.3 Flexibility of warfare style (flexible)
C 2.4.4 Theater intelligence organization (mature)
C 2.7.3 Space control (full)

Standard: 90 percent of campaign plans have integrated C2W efforts

Supporting Tasks: *Identify Operational Vulnerabilities* (ST 2.3.6)

Conditions:
C 2.4.5 Theater Intelligence access (difficult)
C 2.3.2 Military Style (conventional)

Standard: 10 hours or less required to identify enemy strategic centers of gravity

Command-Linked Task: (USSPACECOM) *Provide for Theater Strategic Reconnaissance and Surveillance* (ST 2.2.3)

Conditions:
C 2.4.5 Theater Intelligence Access (difficult)
C 1.3.2 Visibility (high)
C 2.7.3.2 Space platforms (availability) (high)

Standard: 90 percent of Joint Operating Area has surveillance coverage.

d. Tab D - JMETL Training Audience/Assessment Matrix. This matrix will identify those specific individuals, staffs, components, and/or units responsible for accomplishing a specified JMET. For internal distribution only, this matrix also depicts the commander's assessment of each training audience's current proficiency (T-trained, P-needs practice, U-untrained, N-not observed/unknown. The assessments are an optional submission to the joint staff. A blank space indicates that the task is not applicable to that audience. An "X" depicts a planned task. An "O" denotes a potential training audience over whom a CJCS/CINC does not have direct training responsibility.) The potential training audience may include any or all of the following:

(1) CJCS/CINC--The individual commander/director responsible for mission accomplishment.

(2) Joint Staff/CINC Staff--Joint Staff/Combatant Commander's staff that supports the execution of the CJCS/CINC's missions (may include augmentees and liaison personnel).

(3) Combatant Commander's Component Commanders/Staff--Service or functional components of combatant commands that support mission accomplishment (e.g., ARPAC, NAVEUR, JFLCC, JSOTF etc., may include augmentees and liaison personnel).

(4) Joint Task Force/Subunified Command--The commander/staff of JTF's and sub-unified command directly responsible for accomplishment of the mission assigned by the establishing authority.

(5) Functional/Service Components--The component organizations that accomplish the JTF mission (e.g., JFMCC, JFACC, JFLCC, JSOTF, NAVFOR, MARFOR, ARFOR, etc.)

(6) Units--Units assigned to a JTF <u>and</u> identified as responsible for performing joint tasks or CINC sponsored component interoperability tasks.   (Note: Service component unit's responsibility is currently under review).

(7) Other Agencies--Other DOD (e.g., DIA) or non-DOD (FEMA) agencies that may be required to support a CINC, JTF or component in the accomplishment of a joint task. An "O" denotes a potential training audience over whom a CINC does not have direct training responsibility.

Training Audience Matrix

JMET	CINC	CINC Staff	CJTF 1	2	3	4	5	Subunified 1	2	3	4	5	JFACC	JFMCC	JFLCC	JSOTF	Service A	N	F	M	Unit 1	2	3	4	Other 1	2	3	4
ST 1	T	P	X				X																			O	O	
ST 7.1.6	P	P																										
ST 6.1	T	P																										
ST 5.3.2	T	P	X	X	X	X	X																					
ST 5.1.4	P	T																										
ST 4.2.4	T	T	X	X	X	X	X	X	X	X			X	X	X	X												
ST 2.1	P	T	X	X	X	X	X																			O			
OP 6.2.4	P	P	X	X	X	X	X	X	X	X			X	X	X	X	X	X	X	X								
OP 4.1	T	T	X	X	X	X	X	X	X	X			X	X	X	X												

Matrix Key:

CJTF 1:	MEF	Subunified 1:	USF	Unit 1:	Component Input	Other 1:	FEMA
2:	FLT	2:	USF	2:	Component Input	2:	DIA
3:	AF	3:	CMD	3:	Component Input	3:	DOS
4:	CORPS	4:		4:	Component Input	4:	
5:	NAVSPECWARGRU	5:					

Legend: Blank=N/A U=Untrained T=Trained N=Not observed/unknown P=Needs Practice O=Potential training audience X=Planned Task

Figure B-2: Tab D

e. Tab E - Training Objective & Training Audience Matrix: This matrix links a specific training audience to a specific training objective. A training objective is a statement that describes the desired outcome of a training activity. It is derived from JMETs, conditions and standards. If a unit or staff can perform a task without further training then it should not be listed in this matrix. Submission of this information to the Joint Staff is optional. Dissemination between combatant commands, Services, and supporting organizations is encouraged. The anticipated method that will be used to achieve the training objective will also be identified as follows:

(1) A Academic instruction, i.e., school, exportable training, distributive, individual, and/or Seminar, etc.

(2) C CPX/CAX , i.e., Scripted or Computer Assisted Exercise, Wargame, etc.

(3) F FTX (field exercise)

JMETL – Training Objective – Training Audience Matrix						
TRAINING OBJECTIVES	CINC	CINC staff	JFC	Functional Component	Service Component	UNIT
Demonstrate knowledge of treaties, alliances, political systems, and character of people/leadership within the command (ST 8.1)	A	A	A	A	A	
Demonstrate knowledge of elements of regional stability and impact of perception and interests of nations/people within the command (ST 8.1)	A	A	A	A	A	
Identify requirements necessary to support insurgency/counter insurgency, counter terrorism, and MOOTW activities (ST 7.1.6)		A	A	A	A	
Demonstrate knowledge of theater strategy through analysis of objectives (ST 7.1.6)		A/C	A/C		A	
Given theater strategy, objectives and knowledge of potential threat develop force structure requirements to ensure favorable combat ratio (ST 7.1.6)		C	A/C		C	

Figure B-3: Tab E

f. Tab F - Event Summaries: The event summaries describe the training events required to train the targeted training audience. Event summaries discuss the type of training event to be used, training objectives to be achieved, training audience served, resources required, and approximate time schedule for accomplishment. A training objective may be achieved through sequential events or multiple objectives trained in one event. Event summaries formats should include:

(1) Identification number: (CINC code + FY + sequential number {e.g., PC98-1, PC98-2, etc.}). Names will be assigned once resources have been allocated.

(2) Training audience: CJTF (_th Fleet), JFLCC (_ MEF), and JFACC (_ Wing) The training audience will be described to the level of detail known, i.e., CINC staff, J-5.

(3) Type of training event: There are a variety of training events that could be used, which include:

(a) Academic instruction, i.e., school, exportable training, distributive, individual, and/or seminar, etc.

(b) CPX , i.e., scripted or computer assisted exercise [CAX], wargame, etc.

(c) FTX (field exercise)

(4) Resources required: Identification of support required in following format:

- Funding..$_____
- Personnel...#_____
- Equipment(high demand/value)...............Description
- Facilities (JTASC, WPC, NTC)...................Description
- Transportation (Hours/Sea Days)_____hrs _____days
- Modeling & Simulation (Yes/No) (ALSP, JTLS, JCM, JSIMS)

- Supporting Organizations

DESCRIPTION OF SERVICES REQUESTED
- JWFC
- AFSC
- JC2WC
- Others

An optional supplement to Tab F will list shortfalls that have an adverse impact on training. Potential shortfalls include:

(a) Lack of doctrine/JTTP. A training need is identified but no joint doctrine or JTTP is available on which to base the training. Alternative sources may have to be used to fill this shortfall and should be identified.

(b) Lack of facilities/tools. No facilities or tools (e.g., M & S available) exist to conduct training to the desired level of expertise. Alternative training facilities/tools available should be identified.

(5) Training Objectives. The training objectives to be accomplished by the training event.

(6) Anticipated scheduling of the training event (e.g., 1st QTR, FY 98).

(7) CJCS Commended Training Issues. A statement of how the CCTI will be addressed in the training event.

g. <u>Tab G - Categorization Matrix</u>: This matrix provides the CJCS/combatant commander's categorization of each training event IAW the definitions in Chapter I, Overview of Joint Training. (See Figure B-4)

EXERCISE CATEGORIZATION MATRIX

Exercise Name	Category (1,2,3,4,5, or 6)	Exercise Requirement (R/W)	Exercise Objectives (Mark P for Primary Objective and X's for all Secondary Objectives)																						Resources						Remarks
			Mil-to-Mil Contacts	Nation Assistance	Security Assistance	Humanitarian Ops	Counterdrug & Counterterrorism	Peacekeeping	Nuclear Deterrence	Regional Alliances	Crisis Response	Arms Control	Confidence Building	NEO	Sanctions Enforcement	Peace Enforcement	Clear Objectives - Decisive Force	Wartime Power Projection	Fight Combined and Joint	Win the Information War	Counter WMD	2 MRC Focus	Force Generation	Win the Peace	Strategic Mobility ($Million)	Unit Size (Thousands)	CONUS Based Units (PCT of Unit Size)	Location (CONUS or OCONUS)	Time (Employment Days)	Type (CPX and/or FTX and/or CAX)	

LEGEND:

Category:
- 1 - Service Training
- 2 - Component Interoperability Training
- 3 - Joint Training
- 4 - Multinational Interoperability Training
- 5 - Joint/Multinational Training
- 6 - Interagency/Intergovernmental Training

Exercise Requirement:
- R - Regional Engagement
- W - Warfighting

Category (1-6)

- 1 - Service Training
- 2 - Service / Multinational Training
- 3 - Component Interoperability Training
- 4 - Joint Training
- 5 - Joint / Multinational Training
- 6 - Interagency / Intergovernment Training

Exercise Requirements - Primary Reason for Exercise
- R- Regional Engagement
- W - Warfighting (MRC/LRC)

Exercise Objective(s)
- P - Primary exercise objective from group indicated by exercise requirment
- X - Any scondary exercise objectives

Figure B-4: Exercise Categoriazation Matrix

h. Tab H - Time Line. A schedule showing the participation of each training audience by training event. (See Figure B-5)

Training Event Time Line

Training Audience by Quarter	FY 99 / 1 / 2 / 3 / 4 /	FY 00 / 1 / 2 / 3 / 4 /	FY 01 / 1 / 2 / 3 / 4 /
CINC	99-1 99-3 99-4	00-1 00-3 00-4	01-1 01-3 01-4
CINC STAFF	99-1 99-3 99-4	00-1 00-3 00-4	01-1 01-3 01-4
CJTF STAFF	99-1 99-2 99-4	00-1 00-2 00-4	01-1 01-2 01-4
JFACC	99-2	00-2	01-2
JFMCC	99-2	00-2	01-2
JFLCC	99-2	00-2	01-2
JSOTF	99-2 99-3	00-2 00-3	01-2 01-3
OTHER DOD	99-1 99-4	00-1 00-4	01-1 01-4
OTHER NON-DOD	99-3 99-4	00-3 00-4	01-3 01-4

Tab H

Figure B-5. Time Line Example

i. Tab I - CINC Sponsored Component Interoperability Requirements. A listing of specific component interoperability training requirements that require joint resources to achieve desired readiness. It provides the necessary input to Services and USACOM (Joint Force Integrator) to ensure adequate component/unit training programs have the necessary tools to satisfy the combatant command's requirements.

j. Tab J - CINC Assessment Plan. The assessment plan is a statement of how the command plans to assess training audience completion of training objectives as specified in the joint training plan. Submission of this information to the joint staff is optional.

2. CJCS Joint Training Master Schedule. The CJCS JTMS is published during July and consolidates inputs from each CINC JTP and the Worldwide Exercise Scheduling Conference. Inputs are compiled by J-7/JETD, reviewed and then disseminated on the WIN or via GCCS. Inputs are submitted to the CJCS for review in the following format: (See Annex A)

a. Section 1: Previously approved exercises and training events. These are training events for the upcoming (execution) fiscal year that are published and updated as required to reflect their latest status.

b. <u>Section 2: Exercises and training events in the first fiscal year following the execution year</u>. This section contains summaries of exercises occurring in the first fiscal year after the execution year. These exercise summaries are submitted for CJCS approval, subject to funding and other necessary approval. Specific forces will be identified for these training events. Transportation requirements will be approved for planning purposes only. Service coordination of the document indicates agreement to provide resources required to support the training event in this section.

c. <u>Section 3: Exercises and training events in the second fiscal year following the execution year</u>. These exercises are now initially approved for continued planning and coordination and for the submission of budget estimates.

d. <u>Section 4: Exercises and training events in the third through fifth fiscal years following the execution year</u>. Specific forces will be identified where possible and transportation requirements will be tentatively identified. After CJCS review, this section will be approved for further planning, refinement, and future budget estimates.

ANNEX A TO APPENDIX B

Example Exercise Report

AS OF: 26 JAN 95

EXSCHED SIX-YEAR SCHEDULE REPORT

FISCAL YEAR: 1996

EXAMPLE EXERCISE REPORT

FISCAL YEAR	SCHEDULING COMMAND	SPONSORING COMMAND	INCLUSIVE DATES DAYS (U)	EMPLOYMENT DATES (U)	# EMP
*****************	**********************************	*********************************	*****************************	****************************	*************
1996	SAMPLECOM	SAMPLECOM	15 JAN 96 - 25 FEB 96	20 JAN 96 - 20 FEB 96	32

COMMAND PRIORITY: 1   PART: 1F   PLAN: FTX   CCD: 07 JAN 96   JAARS: Complete

EXERCISE TRANSPORTATION REQUIREMENTS   ($ IN MILLIONS)

AIRLIFT	HOURS	SEALIFT	DAYS		INCREMENTAL COSTS		OTHER COSTS	
C-5	10	FSS	2		USA	0.000	PH/IT	0.000
C-141	60	RORO	10		USN	0.000	ERC	0.000
C-130	0	OTHER	0		USAF	0.000	DCCEP	0.000
C-17	0	SEALIFT	0.000 ($M)		USMC	0.000	HCA	0.000
KC-10	0				SOF	0.000	1051	0.000
COMML	0.000 ($M)							

(U) LOCATION: TBD

(U) TASKS:
TA.2 Employ Firepower.
   TA.2.1 Process Targets.
     TA.2.1.1 Select Target to Attack.
   TA.2.2 Engage Targets.
     TA.2.2.2 Conduct Nonlethal Engagement.

1. (U) DESCRIPTION: INCLUDE A BRIEF DESCRIPTION OF THE PLANNED EXERCISE, INCLUDING ANY INVOLVEMENT BY FOREIGN GOVERNMENTS, AND EXERCISE CONSTRUCTION PRIORITY.

2. (U) PURPOSE: IDENTIFY PRINCIPAL INTENT FOR THE EXERCISE AND MAJOR OBJECTIVES.
 A. (U) ADDRESS JOINT MISSION ESSENTIAL TASKS (JMETS) TO BE TRAINED DURING THE EXERCISE IF NOT IDENTIFIED IN THE ADMINSTRATIVE DATA SECTION ABOVE (TASKS PARAGRAPH).
 B. (U) EXERCISE SUMMARIES SHOULD IDENTIFY JMETS EITHER BY TASK CODE FROM UJTL OR TASK CODE AND BRIEF DESCRIPTION (AS SHOWN ABOVE).

3. (U) REMARKS:
 A. (U) ALL PARAGRAPHS SHOULD BE MARKED TO REFLECT THE HIGHEST CLASSIFICATION OF INFORMATION CONTAINED.
 B. (U) PROVIDE ANY OTHER INFORMATION ON AREAS THAT SUPPORTING AND COORDINATING COMMANDS WOULD REQUIRE TO ENSURE UNDERSTANDING OF THE EXERCISE.
 C. (U) INCLUDE INFORMATION, WHEN APPROPRIATE,

ON THE FOLLOWING:
   1. (U) ESTIMATE PORT HANDLING/INLAND TRANSPORTATION AND EXERCISE RELATED COSTS.
   2. (U) OPLAN SUPPORTED BY THE EXERCISE.
   3. (U) INTERNATIONAL AGREEMENTS THAT THIS EXERCISE SUPPORTS.
   4. (U) OTHER EXERCISES/OPERATIONS THIS EVENT SUPPORTS.
   5. (U) DATES FOR KEY CONFERENCES AND SUBMISSION OF TRANSPORTATION DATA.
   6. (U) DATE THE SMEB WILL BE SUBMITTED, IF REQUIRED.
   7. (U) PLANNED EXPENDITURE OF TITLE 10 FUNDS.

4. (U) MAJOR FORCES (12552-06739):   INCLUDE ALL FORCES, US AND FOREIGN, NOTING WHEN PARTICIPATION IS TENTATIVE.

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APPENDIX C

TRANSPORTATION PLANNING

1. <u>Purpose</u>. This appendix provides guidance and procedures for planning and executing transportation in support of joint training events including field training exercises and real-world movement associated with command post exercises, computer assisted exercises, or wargames.

2. <u>General</u>. For a joint training event to be effective, all participants must be at their designated place at the selected time. Careful planning and execution of transportation is necessary to make this happen. Transportation normally includes movement of passengers or cargo from home or mobilization location (origin), to a port of embarkation (POE), to a port of debarkation (POD), and to a destination in or near the exercise area. The Services normally pay for transportation from origin to POE. The scheduling command normally pays for movement from POE to POD and from POD to destination (see Annex B for Commercial Ticket Program procedures. USTRANSCOM, as single-manager for DOD transportation, works with scheduling and sponsoring commands to ensure transportation assets and resources are used effectively to support the joint training program. Planning, scheduling, and executing transportation involves national and theater level joint training tasks listed in Table C-1. Scheduling commands should coordinate training and assessment of these tasks with supporting commands when creating their joint training plans.

Table C-1. Joint Training Tasks Associated with Transportation Planning.

Task Level	Task Number	Task
SN	1	Conduct strategic deployment and redeployment
SN	1.1	Determine transportation infrastructure and resources
SN	1.1.1	Determine available transportation
SN	1.1.2	Coordinate and match transportation resources
SN	1.1.3	Determine possible closure times
SN	1.1.4	Provide for en route support and clearances
SN	1.1.5	Determine impact of threat, climate, and geography on deployment
SN	1.2	Conduct deployment and redeployment
SN	1.2.1	Integrate deployment systems
SN	1.2.2	Provide forces and mobility assets
SN	1.2.3	Provide terminal operations
SN	1.2.4	Provide movement to POE and port support services

Table C-1. Joint Training Tasks Associated with Transportation
Planning.

Task Level	Task Number	Task
SN	1.2.5	Move forces from POE to POD
SN	1.2.6	Backhaul personnel and equipment from theater
SN	1.2.7	Coordinate global strategic refueling
SN	3.1.2	Coordinate periodic and rotational deployments, port visits, and military contacts.
SN	3.1.3	Support establishment of access and storage agreements
SN	3.1.4	Coordinate multinational exercises
SN	4.2.5	Provide Defense-wide base operations support
SN	4.2.12	Acquire host-nation support
SN	5.1.1	Communicate strategic decisions/information
SN	5.4.2	Coordinate support for unified, joint, and multinational operations
SN	6.1.2	Develop and exercise Reserve component unit and individual mobilization plans
SN	6.2	Alert forces for mobilization
SN	6.3	Mobilize at home station
SN	6.4	Move to mobilization station
SN	6.5	Prepare units and individuals at mobilization station for deployment
ST	1	Conduct intratheater strategic deployment, concentration, and maneuver of forces
ST	1.1	Conduct intratheater strategic deployment
ST	1.1.1	Process movement requirements
ST	1.1.2	Provide reception and onward movement services
ST	1.1.3	Conduct intratheater deployment of forces
ST	1.1.4	Provide command and control of deploying units
ST	4.2.5	Coordinate theater reception activities
ST	4.3.1	Provide movement services within AOR
ST	5.1.3	Maintain strategic information, data, and force status
ST	5.3.3	Issue planning guidance
ST	5.4.1	Prepare and coordinate theater strategy, campaign plans, or operations plans, and orders.
ST	5.4.2	Issue theater strategic operation plans, orders, and ROE
ST	7.1.1	Provide OPLANs for mobilization and deployment planning and execution
ST	7.1.2	Determine deployment requirements
ST	7.1.3	Tailor joint forces for deployment

Table C-1. Joint Training Tasks Associated with Transportation Planning.

Task Level	Task Number	Task
ST	7.1.4	Determine forces and cargo to be deployed or redeployed
ST	8.3.1	Arrange stationing of US forces
ST	8.3.2	Establish bilateral or multilateral arrangements

3. Terms. The terms listed below have special meaning within this appendix and the transportation planning and execution function.

NOTE

The verbs "will," "shall," "should," and "may" have specific meaning in this Annex. Will and shall indicate doctrine or procedures that must be followed. Should indicates procedures that will increase the effectiveness of transportation planing. May indicates procedures and techniques that have consistently increased the effectiveness of transportation planning.

Term	Meaning
Allocation	Designation of all or part of a valid requirement for transportation aboard a transportation asset.
APOE	Aerial Port of Embarkation--As a general rule; for strategic lift considerations, an APOE should have (as a minimum) 100 PAX or 10 STONS.
C-day	Unnamed day on which deployment operation commences.

Term	Meaning
Manifesting	Designation of all or part of a valid requirement as loaded on a transportation asset.
N-days	In GCCS, days before C-day are displayed as N-days. For example, the last day before C-day is N01; the next-to-last is N02.
Scheduling Command	Command that entered the training event into the Joint Training Master Plan
Sponsoring Command	Command that is responsible for planning, executing, and assessing a joint training event. (May not be the same as the scheduling command.)
Supporting Command or Agency	DOD component that provides actual passengers or cargo to the sponsoring command for employment in a joint training event.
T-day	First day of the calendar month in which deployment or redeployment for a training event starts. Example: Deployment starts of 16 March, then T-day is 1 March.
Transportation Asset	Vehicle, such as an aircraft, ship, truck, on which passengers or cargo are moved.
Transportation Component Command (TCC)	One of USTRANSCOM's Service components: Air Mobility Command (AMC), Military Sealift Command (MSC), or Military Traffic Management Command (MTMC).
Valid requirement	Transportation requirement that: • contains data technically free of errors; • defines a number of passengers or quantity cargo with the required level of detail; • requires transportation as part of the joint training event; • has transportation funds available to pay for move.

Term	Meaning
Validation	Scheduling command's statement to USTRANSCOM that transportation requirements in the designated data base are correct and ready for allocation to common-user transportation.
Verification	TCC contacting unit, passenger, or cargo owner to confirm readiness for transportation and schedule.

4. Exercise Size. The size of an exercise determines some transportation planning considerations. Table C-2 shows exercise criteria.

Table C-2. Exercise Size Criteria.

Exercise Size	Criteria
Small	Airlift: C-141 equivalent flying hours less than 599. AND Sealift: dedicated ship not required.
Medium	Airlift: C-141 equivalent flying hours 600-1,499 AND Sealift: dedicated ship not required.
Large	Airlift: C-141 equivalent flying hours 1,500 or more OR Sealift: dedicated ship.

5. Transportation Planning Steps. Exercise transportation planning involves the steps shown below including the coordination necessary to ensure transportation funds are used effectively. This paragraph describes transportation planning steps used when the exercise or training event is linked to unique deployment and redeployment data bases. Planning for exercises that use a shared set of data bases is described in paragraph seven. Participation in the process may also support accomplishment of JMETs shown in Table C-1.

   a. Identify Requirements and T-day. The sponsoring command develops a requirements data base from the list of forces and resources necessary for training event execution. The GCCS JOPES will be used to identify joint training transportation requirements. The sponsoring command will complete requirement data entry NLT 160 days before C-day (T-160). When the requirements data base is complete, the sponsoring command will notify the supporting commands and agencies (including USTRANSCOM) of T-day and establish the date by which requirement sourcing must be completed.

b. Set C-day. The sponsoring command shall determine C-day for the exercise and execute GCCS function to set C-day.

c. Source Requirements. Supporting commands and agencies shall review the sponsoring command's requirements data base and identify those requirements for which they are requested to provide units, passengers, or cargo. The supporting commands and agencies then select organizations from which the requirements are filled and enter necessary data into the requirements data base. If the requirement cannot be sourced, the supporting command or agency will notify the sponsoring command of the shortfall and will code the requirement as shortfall in the data base. The sponsoring command should attempt to find another source for the needed unit, passengers, or cargo. If the requirement cannot be filled, then the sponsoring command may revise the training event concept, objectives, scenario, or schedule. Supporting commands and agencies will notify the sponsoring command when sourcing is complete. All requirements shall be sourced or shortfalled prior to validation.

d. Validate Requirements. The scheduling command will review the requirements data base and ensure it represents an accurate and feasible statement of transportation needs. Each transportation requirement will contain all data required to allow its allocation to a transportation asset (see Annex A). The sponsoring command shall execute GCCS functions required to mark valid requirements. The scheduling command then shall notify USTRANSCOM using official record communication that selected requirements are valid (see definition of terms) . Air and sea transportation requirements may be validated separately, but NLT shown below.

   (1) Sea Validation Deadline. Requirements moving by USTRANSCOM-provided ocean transportation from POE to POD shall be validated NLT 100 days before T-day (T-100). This allows for commercial contracting lead time necessary to ensure most effective use of transportation funds and assets.

   (2) Air Validation Deadline. Requirements moving by USTRANSCOM-provided air transportation from POE to POD shall be validated NLT 70 days before T-day (T-70). This allows for commercial contracting lead time necessary to ensure most effective use of transportation funds and assets.

e. Military Standard Transportation and Movement Procedures (MILSTAMP). In addition to the procedures listed above, organizations shipping cargo by

sea will comply with MILSTAMP (DOD 4500.32R), Joint Pub 4-01, and applicable Service directives.

f. Verify Requirements. USTRANSCOM will verify that validated requirements are technically accurate, execute GCCS functions required to mark valid requirements as pulled for transportation scheduling, and notify the appropriate TCCs to begin scheduling. AMC and MTMC should contact units, passengers, and cargo owners to verify readiness for movement and to coordinate port calls. Units shipping cargo by air will provide aircraft load plan to AMC no later than T-60.

g. Schedule Transportation Assets. AMC will enter aircraft schedules into GCCS JOPES Scheduling and Movement (S&M) NLT 30 days before T-day (T-30). MSC will enter the schedule for ships dedicated to the training event into S&M NLT T-30. (See Annex B for Commercial Ticket Program information.)

h. Requirement Allocation (Sea). Most training events require movement of cargo aboard one ship. Less-than-shipload lots may be booked aboard civil common carriers. MTMC will issue port calls to units or cargo owners at least 30 days before available to load date (ALD) at SPOE. Supporting commands and agencies will exercise necessary control over subordinate units to ensure compliance with port-call arrivals to prevent unnecessary disruption in port operations and delays in processing and loading.

i. Requirement Allocation (Air). AMC will allocate requirements to aircraft when the aircraft schedules are entered into the S&M data base. These allocations show the ULN(s) from the requirements data base, the quantity of cargo, and number of passengers that AMC plans to move aboard each aircraft. Supporting commands and agencies will ensure correct units, passengers, or cargo are available to load each aircraft.

j. Transportation Execution. Aircraft and ships will move according to the transportation schedule as much as possible. USTRANSCOM, through AMC or MSC, will update aircraft or ship departure and arrival times in S&M. Aircraft activities will be updated at least every 2 hours; ships at least every 12 hours.

k. Manifest Ships. The organization that loads the ship will enter the ship's manifest data into GCCS S&M. Normally, MTMC accomplishes this function. When an organization other than MTMC operates the SPOE and loads the ship, then they will pass ship manifest data through command channels to a level where it can be entered into S&M. Ship manifest data

will be entered into S&M NLT 96 hours after the ship departs the SPOE.
Exception: if the transit time between SPOE and Sea POD (SPOD) is less
than 96 hours, then the ship's manifest must be entered into S&M NLT one-
half of the time required for transit from SPOE to SPOD.

l. Manifest Aircraft. AMC will report aircraft manifest data in GCCS S&M
for aircraft under AMC operational control. Manifest data will be updated
NLT 2 hours after the aircraft departs the Air POE (APOE). Exception: if the
transit time between APOE and Air POD (APOD) is less than 2 hours, then
the aircraft's manifest must be entered into S&M NLT one-half of the time
required for transit from APOE to APOD.

m. Reception, Staging, and Onward Movement (RSO). The sponsoring
command will plan and execute RSO of units, passengers, and cargo
arriving at SPODs and APODs for the training event. RSO planning starts
during the requirements development process prior to T-160 so necessary
augmentation forces can be identified prior to transportation validation.
The sponsoring command will coordinate necessary transportation support
forces, such as transportation terminal units or tanker airlift control
elements, prior to requirement validation. These requirements may need
refinement after transportation scheduling. USTRANSCOM will initiate this
refinement with the scheduling command upon advice of the TCCs.

6. Redeployment. Planning and executing redeployment of units, passengers,
and cargo from the exercise area is not simply a reversal of the deployment
process. It requires the same planning steps shown in paragraph five with
some modifications listed below. Also, redeployment may start before the
employment phase of the training event is completed, so redeployment
requirements may require validation at the same time as deployment
requirements. For small or medium exercises (see Table C-1) the scheduling
command shall use the same T-day for deployment and redeployment.

a. Identify Requirements. The sponsoring command develops a
redeployment requirements data base from the deployment requirements
data base. The sponsoring command should reverse the POE and POD
pairs, and then set ALD at POE, earliest arrival date (EAD) at POD and LAD
at POD. In some cases the sponsoring command may change the
transportation mode and source for redeployment because of operational
considerations. For example, equipment deployed by sea may be redeployed
by air so it can be rapidly recovered for a subsequent operation.

b. Check Requirement Sourcing. The sponsoring command's service components will review the redeployment requirements data base and identify those requirements for which they are responsible. They will ensure the redeployment data accurately shows the numbers of passengers and quantities of cargo to be returned from the exercise area. The Service components will notify the sponsoring command when requirements are confirmed. Requirements that will not be redeploying from the exercise area will be deleted or coded in place.

c. Validate Requirements. The scheduling command shall review the redeployment requirements data base and ensure it represents an accurate and feasible statement of transportation needs. Each transportation requirement shall contain all data required to allow its allocation to a transportation asset (see Annex A). The scheduling command shall execute GCCS JOPES functions required to mark valid requirements. The scheduling command then shall notify USTRANSCOM using official record communication that redeployment requirements are valid. Air and sea transportation requirements may be validated separately, but NLT shown below.

   (1) Sea Validation Deadline. Redeployment requirements moving by USTRANSCOM-provided ocean transportation from POE to POD will be validated NLT 100 days before redeployment T-day (T-100).

   (2) Air Validation Deadline. Redeployment requirements moving by USTRANSCOM-provided air transportation from POE to POD will be validated NLT 70 days before T-day (T-70).

d. Military Standard Transportation and Movement Procedures (MILSTAMP). In addition to the procedures listed above, organizations shipping cargo by sea will comply with MILSTAMP (DOD 4500.32R), Joint Pub 4-01, and applicable Service directives for redeployment.

e. Verify Requirements. USTRANSCOM will verify that validated redeployment requirements are technically accurate, execute GCCS JOPES functions required to mark valid requirements as pulled for transportation scheduling, and notify the appropriate TCCs to begin scheduling. The sponsoring command's Service components should contact units, passengers, and cargo owners to verify readiness for redeployment and to coordinate port calls with AMC and MSC.

f. Schedule Transportation Assets. AMC will enter aircraft schedules into S&M no later than 30 days before redeployment T-day. MSC will enter the

schedule for ships dedicated to the training event into S&M NLT 30 days before redeployment T-day. See Annex B for Commercial Ticket Program information.

g. <u>Requirement Allocation (Sea)</u>. Most training events require movement of passengers or cargo aboard one ship. Less-than-shipload lots may be booked aboard civil common carriers. Sponsoring command's Service components will issue port calls to units, passengers, or cargo owners after the requirement has been allocated to a ship.

h. <u>Requirement Allocation (Air)</u>. AMC will allocate requirements to aircraft when the aircraft schedules are entered into the S&M data base. These allocations show ULN from the requirements data base, quantity of cargo, and number of passengers that AMC plans to move aboard that aircraft.

i. <u>Transportation Execution</u>. Aircraft and ships will move according to the transportation schedule as much as possible. USTRANSCOM, through AMC or MSC, will update aircraft or ship departure and arrival times in S&M. Aircraft activities will be updated at least every 2 hours; ships at least every 12 hours.

j. <u>Manifest Ships</u>. The organization that loads the ship will enter the ship's manifest data into GCCS S&M. MTMC may operate overseas ports and accomplish this function. When the sponsoring command's Service component operates the SPOE and loads the ship, then they will pass ship manifest data through command channels to a level where it can be entered into S&M. Ship manifest data will be entered into S&M NLT 96 hours after the ship departs the SPOE. <u>Exception</u>: if the transit time between SPOE and SPOD is less than 96 hours, then the ship's manifest must be entered into S&M NLT one-half of the time required for transit from SPOE to SPOD.

k. <u>Manifest Aircraft</u>. AMC will report aircraft manifest data in GCCS S&M for aircraft under AMC operational control. Manifest data will be updated no later than 2 hours after the aircraft departs the APOE. <u>Exception</u>: if the transit time between APOE and APOD is less than 2 hours, then the aircraft's manifest must be entered into S&M NLT one-half of the time required for transit from APOE to APOD.

l. <u>Reception, Staging, and Onward Movement (RSO)</u>. The providing organizations shall plan and execute RSO of redeploying units, passengers, and cargo arriving at SPODs and APODs from the training event area. Redeployment RSO planning starts during the requirements development process prior to T-160 so that necessary augmentation forces can be

identified prior to transportation validation. The providing organizations will coordinate necessary transportation support forces prior to requirement validation. These requirements may need refinement after transportation scheduling. USTRANSCOM will initiate this refinement with the scheduling command upon advice of the TCCs.

7. <u>Small Exercise Consolidated Data base</u>. Some scheduling commands have several small training events each year that require force sourcing and common-user transportation for deployment and redeployment (see Table C-1 for exercise size criteria). The scheduling command may choose to use one data base for deployment and redeployment or to use one database for deployment and another data base for redeployment. Data bases may be built for each calendar year. Use of a single exercise data base does not negate the planning steps or milestones shown in paragraphs five and six. However, the procedures are modified as shown below.

    a. Requirements identification, sourcing, validation, and allocation is done using force module identifications (FMIDs) within the larger database.

    b. C-day should be set for 31 December of the previous year so that C001 corresponds to 1 January and Julian date 001. A separate T-day for each deployment and redeployment FMID is then provided in the scheduling command's exercise directive. Validation data requirements and milestones remain the same for each FMID as shown in paragraphs five and six.

    c. USTRANSCOM and TCCs will verify, schedule, and allocate requirements to aircraft and ships as described in paragraphs five and six, but restricted to the requirements in a single FMID.

    d. Manifesting of aircraft and ships will be accomplished as described in paragraphs five and six.

    e. The necessity to plan and execute RSO is equally important for all training events.

8. <u>Changing Requirements and Schedules</u>. In a dynamic operations environment, changes to both requirements and schedules due to forces beyond the control of the sponsoring command, supporting commands and agencies, and USTRANSCOM are expected. However, keeping controllable changes near zero will improve use of transportation resources and assets.

    a. <u>Requirement Changes</u>. Changes to requirements after transportation validation often result from poor planning and represent a joint training

deficiency in associated joint mission essential tasks. Sponsoring commands will publish requirement change procedures in their exercise directive or in command standard procedures that implement the principles shown below.

(1) Before transportation validation, all deployment and redeployment requirements shall be identified and either sourced or shortfalled.

(2) After transportation validation, requirements shall not be changed without permission of the scheduling command and coordination with USTRANSCOM.

(3) In addition, after transportation scheduling is complete, requirements shall not be changed without scheduling command flag-officer approval.

(4) Permitted magnitude of change without approval is shown in Table C-3. Process for coordinating changes is shown in Table C-4. Addition or deletion of a validated requirement requires scheduling command approval. Change of any of the following data elements after validation requires scheduling command approval: ALD, EAD, LAD, POE, or POD. Even small changes should be coordinated with both the scheduling command and USTRANSCOM to ensure effective use of transportation resources and assets.

Table C-3. Transportation Requirement Change Parameters

Transportation Mode	Revalidate When	Remarks
Sea, Dedicated Ship	10% increase or decrease in validated square feet or measurement tons (MTONs) for any requirement. Any change in number of passengers.	Any requirement changes that exceed capacity of single ship requires scheduling command approval
Sea, Less-Than-Ship-Load	Change within contracted capacity	Terms of contract will dictate need for additional transportation funds and requirement for scheduling command approval. Coordinate with USTRANSCOM.
Air Passengers	Increase or decrease of 5	Multiple changes requiring

Table C-3. Transportation Requirement Change Parameters

Transportation Mode	Revalidate When	Remarks
	or more passengers for any validated ULN	additional aircraft require scheduling command approval.
Air Cargo	Increase or decrease of 2 short tons (STONs) or more for any validated ULN	Multiple changes requiring additional aircraft require scheduling command approval. Addition of oversize cargo to bulk-only ULN or addition of outsize cargo to any ULN requires scheduling command approval.
Air or Sea	Addition or deletion of any ULN; change of ALD, EAD, LAD, POE, or POD	

Table C-4. Post-Validation Transportation Requirement Change Process.

Step	Process	OPR	Approval by
1	Forwards change request, through command channels, to supporting command or agency	Subordinate organization	Chain of command
2	Evaluate change request. Then either approve and forward to sponsoring command, or disapprove and return to originator.	Supporting command or agency	Supporting command or agency*
3	Evaluate change request and coordinate with USTRANSCOM. Then either approve and forward to scheduling command, or disapprove and return to supporting command or agency.	Sponsoring command	Sponsoring command*
4	Evaluate change request. Then either validate and forward to USTRANSCOM and sponsoring command, or disapprove and returns to sponsoring command.	Scheduling command	Scheduling command*
5	Reset Transportation Status Flags to	Scheduling	Scheduling

Table C-4. Post-Validation Transportation Requirement Change Process.

Step	Process	OPR	Approval by
	allow data changes after validation but before USTRANSCOM pull.	Command	command
6	Reset Transportation Status Flags to allow data changes after USTRANSCOM pull.	USTRANSCOM	Scheduling command*
7	Update requirements database(s).	Sponsoring command	Scheduling command
8	Change transportation schedules.	TCC	Scheduling command
*After transportation scheduling is complete, flag-officer request/approval required.			

b. Schedule Changes. Aircraft and ship schedules in S&M are basis for arranging transportation from origin to POE and from POD to destination. Changes to these schedules must be kept to a minimum. USTRANSCOM, through the TCCs, will update schedules in S&M as soon as change information is known and coordinate support requirement changes with transportation customers. USTRANSCOM will inform the scheduling command and effected transportation customers when any of the following happen:

(1) Addition or deletion of an airlift mission.

(2) Addition or deletion of a ship voyage or cargo booking.

(3) Change of 2 hours or more in aircraft departure or arrival times at APOE or arrival at APOD. USTRANSCOM may advise transportation customers of changes at intermediate locations.

(4) Change of 12 hours or more in ship departure or arrival times at SPOE or arrival at SPOD.

9. Planning Conferences and Transportation Planning. Transportation planning should be a part of each planning conference. Scheduling the conferences before major transportation planning events and ensuring the correct people attend promotes effective use of resources and assets.

a. The Initial Planning Conference (IPC) should be held NLT T-220. Sourcing is normally completed after the IPC.

b. The Mid Planning Conference (MPC) should be held NLT T-120. The MPC should include adequate time and space for representatives from the sponsoring command, supporting commands, and agencies, USTRANSCOM, and the TCCs to meet and work transportation requirements. Additionally, RSO plans and arrangements should be confirmed and requirements added to the data base as necessary. The sponsoring command shall record negotiated changes to deployment and redeployment requirements that are generated at the conference. The sponsoring command will update the deployment and redeployment data bases prior to validation.

c. The Final Planning Conference (FPC) should be held NLT T-85. This allows the airlift requirements to be finalized before validation at T-70. Final confirmation of RSO arrangements and redeployment requirements must be completed at the FPC.

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ANNEX A TO APPENDIX C

DATA REQUIRED FOR TRANSPORTATION SCHEDULING

Data Element	Data Owner
Unit Line Number (ULN)	Sponsoring Command
✋Unit Type Code (UTC)	Sponsoring Command
Providing Organization (PROVORG)	Sponsoring Command
Service	Sponsoring Command
✋Transportation Mode to POD	Sponsoring Command
✋Transportation Source to POD	Sponsoring Command
✋Port of Debarkation (POD)	Sponsoring Command
✋Port of Embarkation (POE)*	Sponsoring Command
Destination	Sponsoring Command
✋Transportation Mode to Destination	Sponsoring Command
Transportation Source to Destination	Sponsoring Command
✋Earliest Arrival Date at POD	Sponsoring Command
✋Latest Arrival Date at POD	Sponsoring Command
Required Delivery Date (RDD) at Destination	Sponsoring Command
Priority	Sponsoring Command
Unit Identifier Code (UIC)	Sourcing Command or Agency
Unit Level Code (ULC)	Sourcing Command or Agency
Unit Name	Sourcing Command or Agency
Origin Location	Sourcing Command or Agency
Transportation Mode to POE*	Sourcing Command or Agency
Transportation Source to POE*	Sourcing Command or Agency
Ready-to-Load Date (RLD) at Origin	Sourcing Command or Agency
Available-to-Load Date (ALD) at POE*	Sourcing Command or Agency
✋Number of Passengers	Sourcing Command or Agency

Data Element	Data Owner
Cargo Heavy Lift Code	Sourcing Command or Agency
✋Short Tons of Bulk, Oversize, Outsize, Not-Air-Transportable, and Total Cargo	Sourcing Command or Agency
✋Measurement Tons of Bulk, Oversize, Outsize, Not-Air-Transportable, and Total Cargo	Sourcing Command or Agency
Cargo and Equipment Detail**	Sourcing Command or Agency
Average Passenger Weights (If over 315 pounds)***	Sourcing Command or Agency
Hazardous Cargo Information***	Sourcing Command or Agency
Special Mission Support Requirements***	Sourcing Command or Agency
ULN POC and Phone Number***	Sourcing Command or Agency

Notes:

✋ - Data elements are locked after transportation schedule status flag is set to V, T, A, M, or B.

* - MTMC may change data element in coordination with sealift customer command and unit.

** - Includes cargo category code, cargo type, pieces, dimensions (length, width, height in inches), short tons, measurement tons, square feet (Level IV detail).

*** - Required information for airlift requirements. Data elements not available in GCCS. Pass information by record communication.

ANNEX B TO APPENDIX C

COMMERCIAL TICKET PROGRAM

1. Purpose. This Annex explains procedures for using the Joint Staff, J-7 Commercial Ticket Program (CTP) to support joint training events.

2. General. The CTP distributes funds for those units that are validated in GCCS/JOPES TPFDD. CTP funds transportation from Air Port of Embarkation (APOE) to APOD only. CTP does not cover per diem nor movement to the APOE or from the APOD. The Joint Staff, J-7 manages the program. Scheduling commands and USTRANSCOM use the CTP to make best use of transportation assets.

3. Procedures. CTP can be used only to move people between APOE and APOD who are participating in a joint training exercise. Participants include exercise controllers, data collectors, evaluators, players, and support staff. It does not include people who are visiting the exercise site but not participating in joint training. CTP is used only when USTRANSCOM-provided common-user transportation cannot satisfy the scheduling command's requirements. CTP includes the following steps:

   a. Select CTP Requirements. During the air transportation scheduling and requirement allocation process, AMC may discover requirements that are not airlift feasible. These requirements normally are moving from a location or at a time that precludes airlift service. Additionally, AMC verification process may reveal an inability of a requirement owner to change its APOE or Available to Load Date (ALD) to meet AMC-provided airlift. For example, a reserve unit may not be able to activate 2 days early to move to an APOE to meet AMC airlift and not be forced to curtail their joint training in the exercise area to meet a predetermined inactivation date. AMC will identify candidate CTP requirements to USTRANSCOM (information copy to scheduling command) using record communications NLT 20 days after scheduling command validation.

   b. USTRANSCOM CTP Requirement Certification. USTRANSCOM will review AMC-identified CTP requirements to determine if other transportation option may be available and coordinate necessary changes with transportation customers. Within 5 days of AMC notification, USTRANSCOM will certify requirements that need CTP funds to the scheduling command using record communications.

c. Scheduling Command Approval. The scheduling command will review the certified requirements and either approve use of CTP funds or disapprove and direct appropriate changes to requirements data base or the training event. Approval or disapproval will be completed NLT 5 days after USTRANSCOM transmitted certification. Upon approval, the scheduling command will notify USTRANSCOM, AMC, sponsoring command, and supporting commands and agencies of approval using record communications.

d. USTRANSCOM Authorization. USTRANSCOM send authorization message to Joint Staff, J-7/JETD, appropriate Service headquarters, supporting commands and agencies, and the scheduling command authorizing use of CTP funds to move requirements. Authorization may be for one-way or round trip. If authorization is for one-way as part of deployment, the scheduling and sponsoring command must ensure return transportation is arranged. For each authorized requirement, the USTRANSCOM message will include: ULN, Unit Name, Origin Location, Number of Passengers, Round Trip or One Way, Cost of Ticket(s) for ULN. Additionally, the USTRANSCOM message will include a unique CTP authorization number, the total dollar amount authorized by the message, and the total dollar authorization by Service. The scheduling command is responsible for ensuring Service component and major commands participating in the CJCS exercise are notified of CTP authorization.

e. Purchase Commercial Tickets. Passengers approved for CTP will follow Service procedures for purchase of commercial tickets for official Government travel.

APPENDIX D

SIGNIFICANT MILITARY EXERCISES

1. Criteria. The CJCS Exercise and Training Program consists of exercises utilizing CJCS Exercise Program Funds (transportation, exercise related construction and/or service "incremental" funding as discussed in Appendix A). Exercises not nominated by the scheduling commands for use of CJCS Exercise Program funding, but requiring a significant military exercise brief (SMEB), will be included in the CJCS Joint Training Master Schedule (JTMS) for tracking/reporting purposes. These "SMEB-only" exercises are not considered part of the CJCS Exercise Program and are ineligible for program funding.

2. SMEB Requirements. Exercises are deemed significant and require a SMEB if they fall into any of the following categories:

a. Involve comparatively large-scale participation of US or foreign forces or commands.

b. Require granting of rights or approval by another nation, except where such approval is sought by NATO.

c. Have particular political significance, including those planned to occur in politically sensitive areas.

d. Are likely to receive prominent media attention.

e. Other exercises designated by the Secretary of Defense, the Chairman of the Joint Chiefs of Staff, or by the scheduling command.

3. SMEB Requirement Exceptions. Exercises that do not meet the above criteria but still are determined by the sponsoring CINC to be potentially sensitive or an exercise that the CJCS, DoD, DoS, or elements of the inter-agency should be aware of require Exercise Notification. Examples are certain non-SMEB exercises that might gain media interest or second and subsequent year small scale PFP exercises. An Exercise Notification sample format is found at Annex C to Appendix D. Exercise Notification messages are due no later than 40 calendar days prior to the exercise start date. Other SMEB requirement exceptions will be included in the updates to the Politically Sensitive Areas (PSA) list.

4. Schedule of Significant Military Exercises

    a. By the 15th of February, May, August, and November of each year, scheduling CINCs will update the Joint Staff exercise data base for the following 12 months (beginning 1 April, 1 July, 1 October, and 1 January) using EXSCHED.   Transportation updates will be included with this submission to provide USTRANSCOM with the best possible information on airlift requirements. Combatant commanders will transmit their exercise data bases to the Joint Staff using the Global Command and Control System (GCCS), Intercomputer Network (WIN), US registered mail or Federal Express. Upon completion of this action, a message will be forwarded to the Joint Staff, J-7/JETD detailing the changes in the latest update.

    b. Five days before the beginning of each quarter, the Joint Staff will provide seven copies of the Quarterly Schedule of Significant Military Exercises to the Assistant Secretary of Defense for International Security Affairs (ASD(ISA)), two copies to the Assistant Secretary of Defense for International Security Policy (ASD(ISP)), one copy to the Assistant Secretary of Defense for Public Affairs (ASD(PA)), one copy to the Deputy Under Secretary of Defense for Environmental Security (DUSD(ES)), and a copy to each of the Services.   Additional copies will be distributed in accordance with approved requirements.

    c. Significant military exercises must be reported in the quarterly schedule before any firm commitment is made to other governments. A minimum of 45 days must be allowed between the first publication of an exercise in the schedule and the exercise start date to permit time for consideration by the Joint Staff and appropriate interagencies.

5. Significant Military Exercise Brief (SMEB)

    a. For exercises requiring a SMEB, scheduling commands will submit a detailed SMEB by message to J-7/JETD, NLT 40 days before the established Critical Cancellation Date (CCD). Format, addresses, and guidance are listed on pages D-A-1 through D-A-5. Additional guidance for exercises, which include counterdrug-related activities is provided in Annex B to Appendix D.

    b. The CCD is determined by the scheduling command and is the last date on which the exercise can be canceled without a severe impact on political, financial, or force commitments. The CCD will normally be a date (preferably during the middle of the work week) from 7 to 30 days in

advance of the (inclusive) exercise start date. An earlier date may be necessary when a long-lead commitment is required for exercise or host-country planning.

c. Significant military exercises that include counternarcotics (CN) or counterdrug (CD) activities which involve the transfer of OPCON of forces, use of CN and CD funds, or which occur within the territorial seas, airspace, or land mass of a foreign nation must be specifically approved by the Secretary of Defense or Deputy Secretary of Defense. The approval process for the specific CN and CD activities follows the NSC approval of the general exercise concept and may require up to 10 additional days. Scheduling commands with exercises that include CN and CD activities should adjust CCDs for these exercises to allow for additional staffing.

d. After Joint Staff coordination, and at least 30 days prior to the CCD, J-7 will forward copies of the SMEB to ODTUSD(P)/PS for coordination with the Department of State before transmission to the National Security Council (NSC). Final review and approval of the exercise is provided by the NSC on behalf of the President. J-7, JETD will notify the scheduling command of the NSC decision by message.

e. No public announcement of the exercise will be made by the scheduling command until exercise approval has been received. ASD(PA) must approve exercise public affairs releases.

f. Combatant commands will ensure that, with regard to exercises involving United States and foreign forces, the appropriate US Embassy is notified before any firm proposals are made to foreign military officials. This procedure will provide the Department of State an opportunity to assess political ramifications early in the exercise planning.

6. Central America (CENTAM). For combined exercises in CENTAM, the SMEB will contain the following adjustments:

a. Subparagraph 10 of the SMEB (see Annex A to Appendix D, page D-A-3) will be expanded to include a chronological list of specific key events, including location and a brief description of each event.

b. Subparagraphs 20E and F (see Annex A to Appendix D, page D-A-5) require a listing of all facilities, equipment, and number of personnel remaining in country from previous exercises and those projected to remain from the current exercise.

7. <u>Amendments</u>. The scheduling command will report significant amendments to submitted exercise briefs without delay to the same addressees as the original SMEB. Major changes include scope, dates, force levels, training objectives, and major combatants.

ANNEX A TO APPENDIX D

SIGNIFICANT MILITARY EXERCISE BRIEF FORMAT

(Use GENADMIN Message Text Format)

(FROM):   (APPLICABLE CINC)//J3 (or J-7)//

(TO):   JOINT STAFF WASHINGTON DC//J7-JETD//

(INFO):   JOINT STAFF WASHINGTON DC//J3/J4/J5//

            SECDEF WASHINGTON DC//ASD:ISA (FMRA)//
            (For all)

            SECDEF WASHINGTON DC//ASD:SOLIC (SOP)//
            (For all)

            SECDEF WASHINGTON DC//ODTUSD(P)/PS//
            (For all)

            SECDEF WASHINGTON DC//ASD: S&TR (FP)//
            (NORAD, or STRAT)

            SECDEF WASHINGTON DC//ASD:ISA (EUR)/ASD:ISA (NATO)//
            (For Europe and NATO)

            SECDEF WASHINGTON DC//ASD:ISA (A&PA)//
            (For Pacific)

            SECDEF WASHINGTON DC//ASD:SOLIC (IAA)//
            (For Central/South America)

            SECDEF WASHINGTON DC//ASD:ISA (NESA)//
            (For Near East/South Asia) //

            SECDEF WASHINGTON DC//ASD:ISA (AA))//
            (For Africa)

            SECDEF WASHINGTON DC//ASD:PA//
            (For all)

SECDEF WASHINGTON DC// ASD:S&TR (RUE)//
(For former Soviet Union and E. Europe)

SECSTATE WASHINGTON DC//PM-ISP//

(As applicable)

AMEMBASSY

COMPONENTS

MIL SPT GP

OTHER CINCS

SERVICES

SUPPORTING UNITS

USTRANSCOM/AMC/MSC/MTMC

(CLASSIFICATION)

EXER/(EXERCISE NAME)//

MSGID/GENADMIN/(ORIGINATOR)//

SUBJ/SIGNIFICANT MILITARY EXERCISE BRIEF (U)//

REF/A/(AS APPLICABLE)//

POC/(NAME)/(RANK)/(PRIPHN:PRIMARY PHONE)/-/(LOCATION)//

RMKS/1. ( ) <u>EXERCISE NAME</u>.

2. ( ) <u>GEOGRAPHIC AREA</u>.

3. ( ) <u>DATES</u>.

4. ( ) <u>CRITICAL CANCELLATION DATE</u>.

5. ( ) <u>TYPE</u>. (FTX, CPX, CAX)

6. ( ) <u>PURPOSE</u>. (Include verbiage on JMETs exercised and overall exercise objectives.)

7. ( ) <u>OPLAN EXERCISED</u>.

8. ( ) <u>POLITICAL IMPLICATIONS</u>.

A. ( ) <u>US COMMITMENTS TO ALLIES</u>.

B. ( ) <u>DATE COMMITMENTS MADE</u>.

C. ( ) <u>OTHER POLITICAL IMPLICATIONS</u>. (Note any notification requirement under treaties or international agreements. Should the exercise include the simulated use of nuclear or other unconventional weapons, describe any expected political implications. Note any specific exercise activity requiring consideration by an interagency group. If host nation approval is needed to begin exercise planning, state when approval is required.)

9. ( ) <u>POLITICO-MILITARY SCENARIO SUMMARY</u>. (Any scenario should have been initially coordinated through the appropriate US Embassy. If no scenario exists or if any scenario contains no political assumptions, a statement to that effect should be made.)

10. ( ) <u>SUMMARY OF KEY EXERCISE EVENTS</u>. (Place in chronological order, with locations. Specifically, identify any exercise event requiring consideration by an interagency group.)

11. ( ) <u>DIRECTING HEADQUARTERS</u>.

12. ( ) <u>PARTICIPATING COMMANDS, HEADQUARTERS, AND FORCES</u>.

A. ( ) <u>UNITED STATES</u>. (List in order of Army, Navy, Air Force, and Marine Corps. Avoid abbreviations of commands. Include major units and approximate number and type of personnel, ships, and aircraft. Include total US footprint ashore.)

B. ( ) <u>OTHER FEDERAL AGENCIES OR DEPARTMENTS</u>.

C. ( ) <u>ALLIED</u>. (List by country, if necessary.)

D. ( ) <u>TOTAL</u>. (Approximate number of US and allied personnel participating, followed by number of US participants by service.)

13. ( )<u>SIMULATED USE OF WEAPONS OF MASS DESTRUCTION</u> . (State "none," if applicable).

14. ( ) <u>COUNTERDRUG-RELATED OPERATIONS OR TRAINING IN EXERCISES</u>. (If none, so state. If Yes, provide the information in Annex B to Appendix D for each portion of the exercise that is CD-related.)

15.( ) <u>RECOMMENDED PUBLIC AFFAIRS POLICY</u>.

A. (Include active or passive, with rationale. Give statement or questions and answers to use. Provide agency responsible for policy. Provide proposed guidance to ASD(PA) NLT 2 weeks prior to exercise CCD. Initial news release should normally be after the critical cancellation date-any exception to this policy should be requested and justification provided.)

B. ( ) (Identify HTTP address where briefing slides and additional electronic information for this exercise can be found.)

16. ( ) <u>GENERAL POLICY CONSIDERATIONS</u>.

A. ( ) <u>DIPLOMATIC INFORMATION</u>. (Include coordination with Embassy, if applicable.

B. ( ) <u>SECURITY RESTRICTIONS</u>.

C. ( ) <u>FORCE PROTECTION</u>. (Provide force protection plan information. Include as a minimum who is developing plan, ROE in effect, significant measures against anticipated threat, who will review plan, and date plan available.)

17. ( ) <u>PERCEPTION MANAGEMENT</u>. (Assessment of perception of US and allied strategy and military capability.)

18. ( ) <u>ADDITIONAL REMARKS</u>.

A. ( ) Desired or alternate routing of flights for both deployment and return routes.

B. ( ) Approximate number of flights involved in each enroute and destination stop.

C. ( ) En route support requirements: (ALCE, stage crews)

D. ( ) Pre-deployment survey team requirements.

E. ( ) Number of US forces and equipment remaining in country as a result of any previous exercise.

F. ( ) Number of US forces and equipment remaining in country as a result of this exercise://

G. ( ) ENVIRONMENTAL CONSIDERATIONS. (Report environmental surveys or impact statements on file. Include significant initiatives to minimize exercise impact on the environment. Identify agency conducting environmental survey or assessment, if applicable.)

DECL/(Downgrading instructions)//

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Annex A to Appendix D

ANNEX B TO APPENDIX D

COUNTERDRUG SIGNIFICANT MILITARY EXERCISE BRIEF GUIDELINES

1. Significant Military Exercise Briefs for exercises that include counterdrug-related operations or training will provide the following information for each portion of the exercise that is CD-related:

a. ( ) Specific mission of the military unit involved in this portion of the exercise and the source of US support (in-theater or CONUS). If intelligence assets will be supporting, then Service General Counsel approval must be obtained.

b. ( ) Proposed dates of arrival in and departure from the host nation for the unit(s) involved in this portion of the exercise.

c. ( ) Status of approval of host country, US Ambassador and appropriate combatant commander. If host-nation approval is not yet obtained, SMEB must contain a statement as to when such approval is expected.

d. ( ) Funding arrangements (mission statements must be consistent with funding determination)

e. ( ) Statement of established chain of command for the unit(s) participating in this portion of the exercise.

f. ( ) Assessment of threat to US personnel involved in this portion of the exercise.

g. ( ) Numbers of personnel and arms involved in this portion of the exercise.

h. ( ) Rules of engagement and/or use of force measures, and a statement that US military forces will not accompany host nation or DEA forces on counterdrug missions or participate in any activity in which hostilities are imminent.

i. ( ) Proposed public affairs policy and objectives for this portion of the exercise should be included in accordance with DOD Instruction 5405.3, "Development of Proposed Public Affairs Guidance, 5 April 1991."

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ANNEX C TO APPENDIX D

EXERCISE NOTIFICATION SAMPLE FORMAT

(Use GENADMIN Message Text Format)

(FROM): (APPLICABLE CINC//J-3 (OR J-7)//

   (TO): JOINT STAFF WASHINGTON DC//J-7-JETD//

       SECDEF WASHINGTON DC//USD(P)/PS/EP//

(INFO): JOINT STAFF WASHINGTON DC//J3/J4/J5//

       SECDEF WASHINGTON DC//ASD:ISA(FMRA)//
       (For all)

       SECDEF WASHINGTIN DC//ASD:SOLIC(SOP)//
       (For all)

       SECDEF WASHINGTON DC//ODTUSD(P)/PS//
       (For all)

       SECDEF WASHINGTON DC//ASD:S&TR(FP)//
       (For NORAD, or STRAT)

       SECDEF WASHINGTON DC//ASD:ISA(EUR)/ASD:ISA(NATO)//
       (For Europe AND NATO)

       SECDEF WASHINGTON DC//ASD:ISA (A&PA)//
       (For Pacific)

       SECDEF WASHINGTON DC//ASD:SOLIC (IAA)//
       (For Central/South America)

       SECDEF WASHINGTON DC//ASD:ISA (NESA)//
       (For Near East/South Asia) //

       SECDEF WASHINGTON DC//ASD:ISA (AA)//
       (For Africa)

       SECDEF WASHINGTON DC//ASD:PA//
       (For all)

SECDEF WASHINGTON DC// ASD:S&TR (RUE)//
(For former Soviet Union and East Europe)

SECSTATE WASHINGTON DC//PM-ISP//
(For all)

AMEMBASSY
(As applicable)

COMPONENTS
(As applicable)

MIL SPT GP
(As applicable)

OTHER CINCS

OTHER SERVICES

SUPPORTING UNITS

USTRANSCOM/AMC/MSC/MTMC

(CLASSIFICATION)

EXER/(EXERCISE NAME)//

MSGID/GENADMIN/(ORIGINATOR)//

SUBJ/SIGNIFICANT MILITARY EXERCISE NOTIFICATION()//

REF/A/(As applicable)//

POC/(NAME)/(RANK)/(PRIPHN:PRIMARY PHONE)/-/(LOCATION)//

RMKS/1.() <u>EXERCISE NAME</u>:

2.() <u>GEOGRAPHIC AREA</u>:

3.() <u>DATES</u>:

4.() <u>TYPE</u>: (i.e., Bilateral, FTX, CPX)

5.() <u>TRAINING SCENARIO</u>:

6.() <u>SUMMARY OF KEY EXERCISE EVENTS</u>:

7.() <u>PARTICIPATING COMMANDS</u>:

A.() <u>UNITED STATES</u>:(Include # US personnel, total US footprint ashore, #/type of US aircraft, names of US ships.)

B.() <u>ALLIED</u>: (List by country, if necessary.)

C.() <u>TOTAL</u>: (Approximate # of US and allied personnel participating, followed by the # of US participants by service.)

8.() <u>PARTICIPATING/COORDINATING FEDERAL AGENCIES OR DEPTS</u>: (Include US Embassy and DTG of coordinating message.)

9.() <u>PARTICIPATING NATIONS</u>:

10.() <u>RECOMMENDED PUBLIC AFFAIRS POLICY</u>:

11.() <u>FORCE PROTECTION</u>. (Provide force protection plan information. Include as a minimum who is developing plan, ROE in effect, significant measures against anticipated threat, who will review plan, and date plan available.)

12.() <u>ADDITIONAL COMMENTS</u>:

CLSBY:

REASON:

DECL:

(INTENTIONALLY BLANK)

APPENDIX E

EXERCISE-RELATED CONSTRUCTION

1. Exercise-Related Construction (ERC) is defined as "an unspecified minor construction project, outside CONUS, in support of an in-progress, or planned, CJCS exercise that results in a facility, or facilities, that remain, in any part, after the end of the exercise."

2. Facility construction is an important element of the CJCS Exercise Program. Its purpose is to support the scheduling command's doctrinal objectives, in its area of responsibility, by improving exercise effectiveness, enhancing safety, facilitating resource savings, training engineer troops, and preparing the geographic region for OPLAN execution. Additionally, it may foster better relations with host nations; however, it is not a nation-building or a foreign assistance program. ERC is intended to benefit the United States although corollary benefits may inadvertently accrue to host foreign countries.

3. The Joint Staff, Sustainability, Mobilization, and Engineering Division (J-4/SMED), will issue ERC programming guidance prior to the next fiscal year. Guidance will include the status of project approvals for the budget year, a request for the program years (budget year plus one) and other future year submissions, and a projection of ERC fund allocations for the program year. Scheduling commands must alert J-4/SMED to unfunded program year requirements and be prepared to defend them during budget deliberations.

4. By 31 March, scheduling commands will submit a formal request for approval of budget-year ERC projects. Submission of projected requirements for the program year (plus one), although incomplete in many respects, are also required to help substantiate the multi-year ERC budget. Combatant commands should send ERC project approval requests, by message, to J-4/SMED with information copies to J-7/JETD, ASD(ES), ASID(ISA), ASD(ISP), and interested Service headquarters. Prioritize projects by fiscal year of planned accomplishment and include the following information for each project:

    a. Associated CJCS exercise.

    b. Brief Description of the project.

    c. Inclusive dates and location(s) of construction.

d. Estimate of total funded project cost and amount of funds to be obligated in the budget year.

e. Estimate of unfunded project costs (transportation, per diem, and donated resources).

f. Method of accomplishment.

g. Justification, including the impact if not funded.

5. DD Form 1391 documentation must be submitted to J-4/SMED, for each ERC project by 1 July of the budget year.

a. Unexpected, out-of-cycle requests must be identified to J-4/SMED, NLT 45 days prior to desired funding obligation. Requests must include either a suggested funds offset (for inclusion within an approved ERC program) or a new priority order for projects (for inclusion in programs that are awaiting approval).

b. Notify J-4/SMED immediately if schedule changes result in a change to fiscal year funds obligations (see paragraph four above for project information).

c. DD Form 1391 documentation should include certifications that the project is necessary for the conduct of the exercise and that the project is not associated with a continuous US presence in support of exercises.

6. Congress will be notified of Joint Staff intent to execute all ERC projects. No funds may be obligated in support of an ERC project until the appropriate Congressional committees have expressly approved the project or a period of 30 days has elapsed from the date of notification, whichever occurs first.

7. J-4 programs, budgets, and approves the ERC program in accordance with DOD Directive 4270.36, "DOD Emergency, Contingency, and Other Unprogrammed Construction." Approval of ERC projects assumes requests have been thoroughly staffed within the scheduling command, with other commands, and with the Services. Availability of engineer troop units, if scheduled, is critical. J-7/JETD, must coordinate and approve any addition, deletion, or change to the funding of lift requirements associated with ERC project requests. After worldwide priorities and associated fund allocations have been established, scheduling command priorities will be honored. Joint Staff priorities will be based on the extent to which projects.

a. Promote US national interests.

b. Contribute to exercise objectives.

c. Contribute to OPLAN execution.

d. Contribute to the welfare of exercise units.

e. Train engineer troops.

f. Result in net resource savings.

g. Are not eligible for alternative funding.

h. Obligate funds early.

8. House of Representatives Conference Report 100-446 to accompany House Resolution (H.R.) 1748 (17 November 1987), pages 723-724, requires ERC cost accounting principles IAW House of Representatives Conference Report 99-1005 accompanying H.R. 738, the Continuing Appropriations Act for fiscal year 1987, (15 October 1986), page 737, as follows:

a. For the purposes of determining the costs of projects constructed in support of military training exercises, the following <u>SHALL NOT</u> be included:

(1) Transportation costs of materials, supplies, and government-furnished equipment.

(2) Travel and per diem costs applicable to troop labor; costs of material, supplies, services, and fuel furnished by sources outside of the Department of Defense on a non-reimbursable basis. These costs shall he reported to the extent that such costs exceed $50,000 per project. The costs of supplies or services furnished on a non-reimbursable basis should be estimated on a fair-market-value basis.

(3) O&M funds will not be used for construction of ERC projects except for temporary structures that are completely removed at the end of the exercise for which they were constructed (e. g., tent platforms, field latrines, dining shelters, range targets, etc.).

b. For the purposes of determining costs attributable to ERC construction projects, the following costs SHALL be included.

(1) Costs of all materials, supplies, and services applicable to the project, including those furnished on a non-reimbursable basis by other Military Departments and Defense agencies, or (where authorized by existing law) by sources outside of the DOD.

(2) Labor costs, except for US military labor.

(3) Overhead or support costs that can be identified as representing additional costs that would not have been incurred were it not for the project, except for planning and design costs.

(4) DOD funded costs applicable to the operation of government-furnished equipment, including fuel and maintenance costs.

9. As soon as possible after funding authority is available, J-4/SMED will request the Joint Staff Comptroller to formally sub-allocate ERC funds to the comptroller activity for the scheduling commands. Scheduling commands may spend ERC funds for approved projects up to the approved funded costs. A change in scope or project location requires re-approval by Joint Staff, J-4, and re-notification to Congress. Any cost increase greater than 25 percent of the approved funded cost must be reported to J-4/SMED. A change in method of accomplishment (troop or contract) requires formal re-approval by the Joint Staff, J-4.

10. Although a military construction appropriation is available for use for five fiscal years, the DOD goal is for 90 percent of the exercise-related, unspecified minor construction obligations to occur within the first year of an appropriation. Any remaining funds should be obligated by the end of the second fiscal year. This action will preclude undermining current budget requests by carrying significant amounts of unobligated balances forward into succeeding fiscal years. This will also minimize the potential impact from sequestration if a balanced budget or emergency deficit control act is passed by Congress.

11. Scheduling commands will report project obligations by message to J-4/SMED, with information copies to the Joint Staff Comptroller, in accordance with Table E-1. Starting in the fiscal year of project approval, report obligations for funded projects as soon as possible after 1 January, 1 April, 1 July, and the first of each month thereafter until obligations are complete. Reports must either originate with, or indicate coordination with, the combatant command's office responsible for officially recording obligations in the accounting system (usually the comptroller).

Table E-1
Exercise-Related Construction Program Obligation Report Format

PROJECT	FUNDS FY	FUNDS APPROVED	FUNDS RECEIVED	CURRENT ESTIMATE	FUNDS OBLIG	PERCENT OBLIG
AAA	xx	AA	AA	AA	AA	AA
BBB	xx	BB	BB	BB	BB	BB
TOTAL FY	XX	--	--	--	--	--
ccc	yy	cc	cc	cc	cc	cc
DDD	yy	DD	DD	DD	DD	DD
TOTAL FY	YY	--	--	--	--	--

12. ERC projects will be executed in accordance with paragraph eight above and the established construction practices and cost accounting procedures of the Military Department accomplishing the project.

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APPENDIX F

DEVELOPING COUNTRIES COMBINED EXERCISE PROGRAM

1. IAW Title 10, Section 2010, the Secretary of Defense, after consultation with the Secretary of State, may pay the incremental expenses that are incurred by a developing country while participating in a multinational exercise. Incremental expenses are the reasonable and proper costs of goods and services that are consumed by a developing country as a direct result of that country's participation in a multinational exercise with the US including rations, fuel, training ammunition and transportation. Pay, allowances, and other normal costs are not included. Any developing country can qualify for this program if the exercise participated in meets the following criteria:

    a. The exercise is undertaken primarily to enhance US security interests.

    b. The country supported is considered a developing country.

    c. The developing country's participation is necessary to achieve exercise objectives, and those objectives could not be achieved without the United States providing the incremental expenses.

2. Program Management. J-7, JETD, coordinates this program between combatant commands and OSD through the development of a 2-year combined exercise program. Combatant commands develop the exercises in support of this program and submit a 2-year plan annually NLT 31 March.

    a. The Joint Staff validates the combatant commands' requirements and submits a consolidated plan to ASD(ISA), whose approval authorizes execution of the first year of the plan.

    b. Proposed additions or significant modifications during the execution year should be submitted to J-7/JETD, (with information copies to J-5, and ASD(ISA)) for coordination and approval. Request format is shown in Annex A to Appendix D.

    c. Exercise details should be included in the remarks section and the costs section of the exercise data base and, in the case of a Part I exercise, the SMEB.

3. Program Funding. Funding to support DCCEP requirements is programmed by the combatant commands through their executive agents during the budget review process. Combatant commands have flexibility to expend their funds on

any approved exercise in the plan. Unified command staffs will report to J-7, JETD, by message, a list of all countries and moneys spent in the DCCEP program by 31 December each year.

APPENDIX G

KEY SUSPENSES ASSOCIATED WITH JOINT TRAINING

The suspenses listed below are established in the Joint Training Manual. References for each suspense are included to provide complete information on the action required.

Date	Office	Subject
1 September	J-7, JETD	CJCS publishes guidance: JTMP, CCTIs, and Common Joint Tasks. (Published every 2 years, reviewed in non-publishing years.)
September	Joint Staff	Worldwide Joint Training Conference
15 September	CINCs	Submit Quarterly JMRR Report (USTRANSCOM due 1 week early)
15 September	JCLL, Joint Staff, CINC	Submit Issues to MECC
25 September	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD
1 October	Scheduling Commands	Combatant commands publish JMETLs and issue joint training guidance to Service Components. (Published every 2 years, reviewed in non-publishing years.)
October - November	Scheduling Commands	Conduct CINC Exercise and Training Scheduling Conferences
15 November	Scheduling Commands	Submit exercise summaries for the following 12 months (beginning 1 January).
15 December	Scheduling Commands	Submit exercise summaries to the Joint Staff, J-7, for the upcoming execution year, budget year, and following 4 years, incorporating changes from the CINCs' Exercise and Training Scheduling Conferences.
15 December	CINCs	Submit Quarterly JMRR Report (USTRANSCOM due 1 week early)

Date	Office	Subject
20 December	JCLL, Joint Staff, CINC	Submit Issues for JWCA Contract Brief
26 December	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
Prior to the Worldwide Exercise Scheduling Conference	Scheduling Commands	Submit inputs for the CJCS Exercise Evaluation Program to the Joint Staff, J-7 (EAD).
31 December	Scheduling Commands	Submit summary report of annual DCCEP moneys spent to J-7, JETD.
15 January	Scheduling Commands	Submit formal request for ERC projects.
15 January	USACOM, USSOCOM	Coordinate Common Task Training
February	J-7, JETD	Worldwide Exercise Scheduling Conference
February	JCLL, Joint Staff, CINC	Submit Issues for Joint Doctrine Working Party
15 February	Scheduling Commands	Submit JTP exercise summaries for the following 12 months (beginning 1 April).
15 February	JCLL, Joint Staff, CINC	Submit Issues to MECC
15 March	CINCs	Submit Quarterly JMRR Report (USTRANSCOM due 1 week early)
15 March	Supported Commands	Submit Joint Exercise Schedules to the Joint Staff, J-7, incorporating corrections from the Worldwide Exercise Scheduling Conference.
15 March	Supported Commands	Submit Supported CINC Joint Training Plans
26 March	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
31 March	Scheduling Commands	Submit DCCEP Plans for next two fiscal years to the Joint Staff, J-7, the first year for approval, the second year for planning.

Date	Office	Subject
15 May	Scheduling Commands	Submit exercise summaries for the following 12 months to the Joint Staff, J-7.
15 May	Supporting Commands	Submit Supporting CINC Joint Training Plan
June	J-7	CJCS Review of CINC Sponsored Exercises
15 June	CINCs	Submit Quarterly JMRR Report (USTRANSCOM due 1 week early)
26 June	Joint Staff	Submit Quarterly Schedule of Significant Military Exercises to OSD.
15 July	Joint Staff	CJCS publishes the CJCS Joint Training Master Schedule (JTMS).
August	JCLL, Joint Staff, CINC	Submit Issues for Joint Doctrine Working Party
August	J-7	CJCS Review JTP and amends guidance
15 August	Scheduling Commands	Submit exercise summaries for the following 12 months (beginning 1 October) to the Joint Staff.
TBA Semiannual	JCLL, Joint Staff, CINC	Submit Issues to RAP Working Group
TBA Semiannual	Joint Staff	Issues addressed by RAP Steering Group
As Required	JWFC	Conduct Joint Training Review Group to Coordinate M&S Requirements

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APPENDIX H

JOINT EXERCISE AND TRAINING EVENT PLANNING MILESTONES

Days Before E-Day/T-Day*	Event	OPR
E-270-220	INITIAL PLANNING	
	• Review lessons learned	All
	• Develop concept and objectives	Sponsoring CINC
	• Develop force list	Sponsoring CINC
	• Review JMETLs	All
	• Provide inputs to sponsoring CINC on concepts, objectives, JMETLs, and forces	Supporting CINC
	• Initiate TPFDD	Sponsoring CINC
T-220	EXERCISE DEVELOPMENT	
	• Conduct Initial Planning Conference (IPC)	Sponsoring CINC
	• Establish GCCS teleconference	Sponsoring CINC
	• Determine JOPES training requirements	All
	• Finalize concept and objectives	Sponsoring CINC
	• Enter sponsoring CINC's requirements into exercise TPFDD	Sponsoring CINC
	• Network exercise TPFDD	USTRANSCOM

* E-Day is the day the exercise starts, also known as STARTEX. T-Day is the first day of the month in which deployment or redeployment starts.

Days Before E-Day/T-Day*	Event	OPR
E-180	TPFDD FILE DEVELOPMENT	
	• Source force requirements in TPFDD file	Supporting Cmd
	• Initial transportation feasibility and cost estimates	USTRANSCOM
	• Initial unit equipment lists for sealift	Supporting Cmd
	• Publish C-Day/L-Hour for exercise	Sponsoring CINC
E-150	Provide draft transportation concept	USTRANSCOM
T-130	Final unit equipment lists to MTMC	Sponsoring CINC
T-150-120	TPFDD FILE REFINEMENT	
	• Conduct Mid-Planning Conference (MPC)	Sponsoring CINC
	• TPFDD file adjustments to match budget, forces, and transportation availability	All
	• Identify potential commercial airlift requirements	Sponsoring CINC
	• Transportation mission support force requirements entered in TPFDD	USTRANSCOM
	• Build redeployment TPFDD	Sponsoring CINC
T-100	Validate sealift requirements for deployment/redeployment to USTRANSCOM	Sponsoring CINC

Days Before E-Day/T-Day*	Event	OPR
E-100-90	TRANSPORTATION REFINEMENT	
	• Complete redeployment TPFDD	Sponsoring CINC
	• Ensure deployment and redeployment TPFDD files are free of fatal errors	Sponsoring CINC
T-85	Conduct Final Planning Conference	Sponsoring CINC
T-70	Validate deployment and redeployment airlift requirements to USTRANSCOM	Sponsoring CINC
T-60	Provide aircraft load plans to AMC	Units shipping cargo
T-50	Refine and source transportation mission support requirements	USTRANSCOM
T-30	TRANSPORTATION SCHEDULING	
	• Sealift schedules entered into JOPES (approximately 30 days prior to ship-on-berth date)	USTRANSCOM
	• Airlift schedules entered into JOPES for up to first 30 days of deployment	USTRANSCOM
E-00	Exercise starts with deployment of first ship or plane load	USTRANSCOM

Appendix H

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APPENDIX I

THE USACOM JOINT WARFIGHTING CENTER SUPPORT CAPABILITIES

1. The USACOM JWFC Concept of Operations

> *Mission*
> *Assist the CJCS, CINCs, and Service Chiefs in their preparation for joint and multinational operations in the conceptualization, development, and assessment of current and future joint doctrine and in the accomplishment of joint and multinational training and exercises.*

a. Simply stated, the USACOM JWFC's role is to develop joint doctrine and assist the combatant commanders in training their forces in approved joint doctrine, tactics, techniques, and procedures, making appropriate use of the best technical tools available. The USACOM JWFC will also provide Joint Training System Support to the combat support agencies.

b. Doctrine is developed to provide a common understanding of how US forces will perform tasks and conduct operations when accomplishing assigned missions. The training system is designed for commanders to train forces in joint doctrinal procedures and evaluate performance against known mission requirements. The USACOM JWFC provides up-to-date doctrinal input to the design and conduct of the combatant commanders' joint training events. Similarly, the execution and assessment of performance in the training events feeds back into the doctrine development process.

c. The combatant commanders are responsible for the joint training of their assigned forces as well as the application of this system. The USACOM JWFC directly assists all combatant commanders by providing expertise in the processes used in each phase. [NOTE: In the context of exercise support, the CJCS-sponsored exercises (Positive Force/Response and Eligible Receiver) will be supported in the same manner as the combatant commander sponsored exercises, with Joint Staff J-7/JETD being the supported staff.] The USACOM JWFC provides doctrinal, technical, and instructional expertise to assist in the develop-ment, design, planning, execution/evaluation, and assessment of the combatant commander's joint training program.

2. The USACOM JWFC Support

a. Phase 1 - REQUIREMENTS. The USACOM JWFC Joint Training System Support Teams (JTSST) facilitate the requirements identification process. These teams travel to the commands to provide on-site support to the functional experts on the combatant commander staffs in the development of joint training requirements. Support is available in both facilitated mission analysis and JMETL refinement. These teams provide support to the combatant command development of their Joint Training Plans, (JTP Tab B), task to mission matrix, and (JTP Tab C) JMETL tasks, conditions, and standards.

> The USACOM JWFC JTS Support Functions
> Identification of mission-based capability requirements.
> --JMETL Task - Mission Matrix
> --JMETL Task, Conditions, Standards
> Joint Training Plan development.
> --Training Audience
> --Training Objectives
> --Training Methods
> --Training Events/Prioritization
> --Training Timeline
> --Training Assessment Plan
> Support Joint Training Event Execution By Assisting In:
> - Joint Event/Exercise Design, Planning, Execution, and Assessment.
> --Scenario Development.
> --CORE: Control Group, OPFOR, and After Action Review Analysts.
> - Mobile Training Team - (Train the trainers) Organize, train, and employ personnel to provide:
> --M&S Support.
> --Scripting.
> --C4I Connectivity.
> --Exercise/Technical Control - JECG.
> --Operational Level OPFOR.
> --Role Players.
> --Special Response Cells.
> --Database Building, Testing.
> --Hardware Testing.
> --Exercise Architecture Testing.
> --Training Evaluation.
> - Issue identification & analysis of training events and operations.

b. Phase 2- PLANS. The ultimate product of the JTSST visit is a combatant commander JTP, which identifies the joint training audience(s) (based on joint doctrine and Commander's Intent), the joint training objectives (based on command JMETL), the methods selected to meet the training objectives (academics, seminars, wargames, and exercises), and the appropriate tools courseware, M&S, etc.) required to support the events. The USACOM JWFC support is provided in the form of facilitation teams. On request, these teams provide packaged support organized to assist the combatant command staffs in identifying the organization(s) and/or individuals responsible for accomplishing the JMETL tasks and assessing the current training status of that audience (JTP Tab D).

Emphasis is placed on developing the JMETL-derived training objectives appropriate to the collective training audience and the initial selection and sequencing of the appropriate training method(s) (Academic, CPX, FTX) (JTP Tab E). Event design, sequencing, and resource identification assistance are provided through an iterative process between the combatant commander staff and the USACOM JWFC (both on-site mobile teams and home station core expertise) (JTP Tab F/G). The USACOM JWFC offers tailored methodologies supporting the combatant commander staffs prioritization process, both for training events and regional engagement exercises (JTP Tab H). [Beginning with the 1997 submission of the combatant command Joint Training Plans, support to Service components will be provided to assist in the development of the Component Interoperability Training Plans (JTP Tab I).] Finally, design of the combatant commander assessment plan is supported with both on-site and home station input and review of the overall command assessment process (JTP Tab J).

c. Phase 3 - EXECUTION. Joint Event Teams (JETs), consisting of all functional areas of the USACOM JWFC, assist the combatant commander exercise staffs in the detailed design, planning, execution/evaluation, and assessment of the training events developed in the JTP. For academic events, the USACOM JWFC provides teams to train/update the combatant commander provided instructors in the latest joint doctrine/JTTP, instructional techniques, and courseware (Train the Trainers). For command post exercises (CPX), the USACOM JWFC assists in the review/refinement/update of JTP training objectives and training audience, detailed exercise design, scenario development, technical architecture and operations, exercise control, operational-level-of-war OPFOR operations, and AAR evaluation of the exercise. Event execution support is provided throughout the training event life cycle, beginning with execution planning (IPC) and ending with Joint Model After-Action Review support, which is the USACOM JWFC's support to the combatant commander Joint After-Action Report.

d. Phase 4 - ASSESSMENT. The USACOM JWFC supports the combatant commander assessment process, both training and readiness assessments, through ongoing staff assistance visits and periodic conferences, issue working groups, and newsletters. Event evaluations from the execution phase AAR assist the combatant commanders in their assessments of the command's training program and performance in meeting the requirements identified in Phase 1. The assessment phase provides the Joint Force Commander the capability to make adjustments to the current joint training plans, develop and revise future training plans, and support the joint readiness reporting process.

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APPENDIX J

JOINT TRAINING MANAGEMENT:
THE JOINT EXERCISE DIRECTIVE

1. <u>General</u>. Joint exercises serve a multitude of purposes--from joint training evaluations to training assessment, training readiness inputs, concept analysis, and doctrine validation. This appendix focuses on the management of joint training events and evaluation through the publication of the Joint Exercise Directive.

2. <u>Purpose</u>. This appendix establishes common descriptions and formats for the Joint Exercise Directive. These formats provide the joint training event participants information concerning the planning and conduct of the event. Many of the support, technical plans, and the AAR collection management plan are attached to the Joint Exercise Directive. Selected portions of the directive become key components of the Exercise Director's Handbook.

    a. <u>The Joint Exercise Directive</u>. Provides information to joint training event participants on its mission, organization, and conduct. Many of the support and technical plans are attached to the Exercise Directive and it is a key component of the Exercise Director's Handbook.

    b. <u>Collection Management Plan</u>. Developed in the joint exercise Preparation Phase and serves as the guide for the AAR collection effort. It is based on the supported commander's JMETL-derived training objectives and includes tasks, responsibilities, and training required to support the collection and evaluation requirements of the joint exercise AAR. (see Appendix K for specific discussion of the After Action Review Process)

3. <u>Joint Exercise Directive Sample Format</u>

(NOTE: This example is for a Computer Assisted Event and should be tailored to the specific training event.)

I. <u>Description</u>. The Joint Exercise Directive is organized and constructed along the line of a Joint Operations Plan.

II. <u>Format</u>

    A. COVER PAGE: Command, Joint Exercise Name, Date of publication, Highest Classification

B. Record of Changes.

C. Plan Summary. The Plan summary contains the following:

1. Purpose

2. Conditions for Implementation

3. Operations to be Conducted

4. Key Assumptions

5. Joint Exercise Constraints

6. Joint Exercise Timeline

7. Command Relationships

8. Logistical Appraisal

9. Personnel Appraisal

10. Consolidated Listing and Impact Assessment of Short-Falls and Limiting Factors

D. Security Instructions and Classification Guidance.

E. Table of Contents and List of Effective Pages.

F. Basic Plan

1. <u>Situation</u>

a. General. This paragraph includes the sponsoring combatant command or CJCS, training audience(s), purpose, tasked units, and exercise overview.

b. Area of Concern. Describes the joint training event "play box."

c. Deterrent Options. Discussion of possible actions that might preclude combat operations if applicable.

d. Enemy Forces. Type and nature of opposition forces. References the scenario background in the exercise background in the appropriate Annex to the Joint Exercise Directive.

e. Friendly Forces. Includes all units and their command relationships. Includes supporting combatant commands and relationships. Augmentee and liaison tasked units are also identified.

f. Assumptions. List all assumptions that were made relevant to the scenario and lead-in actions.

g. Legal Considerations. Describes all considerations both real world and scenario relevant to the Joint Training Event, scenario, and participants.

h. Joint Exercise Objectives. Separate paragraphs to discuss, Combatant Command, Task Organization, and Supporting Command Joint Exercise Objectives. These Joint Exercise Objectives may or may not be directly related to training objectives.

i. Training Objectives. Separate paragraphs to state all training objectives by source and UJTL (JMETL) references. For USACOM when training as the Joint Force Integrator, each training objective is referenced to the Common Operational Task List.

2. Mission. Full mission statement--task and purpose. Includes the who, what, where when, why, and how (relevant doctrine and JTTP).

3. Execution

a. Concept of Operations. Summary of organization and responsibilities to accomplish the stated mission. Joint Exercise phasing is included (if applicable). Identifies the model/simulation and what will be simulated.

b. Tasks. Joint Exercise development and execution tasks are described for all participating and supporting units/agencies.

4. Administration and Logistics. References the logistics support annex and all other support annexes.

5. <u>Command and Control</u>. Physical locations of the command and control/headquarters structure. Reference to the communications support annex.

G. Annexes as Required (Examples Follow).

1. Annex A, Task Organization

2. Annex B, Intelligence

3. Annex C, Operations

4. Annex D, Logistics

5. Annex E, Personnel

6. Annex F, Public Affairs

7. Annex G, AAR Collection Management Plan

8. Annex H, Environmental Services

9. Annex J, Command Relationships

10. Annex K, Command, Control and Communications

11. Annex L, Operations Security

12. Annex M, Mapping, Charting, and Geodesy

13. Annex Q, Medical Services

14. Annex S, Joint Visitor Operations

15. Annex U, Reports

16. Annex V, Space Operations

17. Annex X, Execution Checklist/Milestones

18. Annex Y, Definitions/Glossary

19. Annex Z, Distribution

APPENDIX K

THE AFTER-ACTION REVIEW PROCESS

1. General. Commanders at all echelons are responsible to assess their organization's ability to accomplish mission requirements and develop training programs focused on sustaining strengths and improving weaknesses. Within the context of specific joint training events commanders are responsible to evaluate the designated training audience's training proficiency at accomplishing the designated training objectives to standard under established conditions. The After-Action Review (AAR) process is the mechanism which provides the commander with the information in order to make that evaluation. Additionally, the AAR process serves a quality assurance role during the execution of joint training events because it provides a well planned and conceived check between training event design and the accomplishment of training objectives. In other words, the AAR process ensures throughout execution that training proficiency information is being collected against all the training objectives. The process evolves through the four stages of joint exercise life cycle--planning, preparation, execution and post-exercise and evaluation. The process applies to both individual as well as collective joint training evaluations.

2. Background. The AAR process is designed to complement the unique requirements of joint exercise and training events, and tailored to the resource constrained requirements of the JTS.

   a. The AAR process is applicable to training audiences ranging from the CJCS and the Joint Staff and supporting CINCs (Strategic National Tasks), the AOR or supported CINCs and their staffs (Strategic Theater Tasks), the Joint Task Forces Headquarters (Operational Tasks), and the Service components where appropriate.

   b. The AAR process is applicable to the entire range of joint operations and the full suite of live, virtual, and constructive simulations and simulators that model joint operations.

   c. The AAR process supports the collection information as it relates to specific training objectives. At the lowest tactical levels the determination of successful task accomplishment is mostly an objective capture of data. For example, rifle marksmanship is determined by how many strikes of the target were counted. Conversely, at the strategic level of war successful task accomplishment is largely the subjective judgment of the commander, while objective data may only supplement the assessment. Since joint

training is often conducted at the operational and strategic levels of war, the AAR process must always include not only the capturing of objective data, but the subjective observations of trained personnel capturing the performance of real people, trying to accomplish some very difficult tasks under very difficult conditions.

d. The AAR process supports the capturing and cataloging of training data and observations over multiple training events in order to identify and define issues requiring resolution and lessons learned both for use inside the command and for external reporting.

e. The AAR process must efficiently and effectively use available personnel. This is accomplished by forming a small core of qualified subject matter experts and analysts who are able to quickly train borrowed military manpower immediately prior to joint training event execution both in the AAR Process and the substantive joint task functional areas to ensure the training objectives are accomplished and the results captured.

3. Purpose. The intent of this appendix is to provide a guide for the application of the AAR process embedded in every joint exercise. The proper structuring of the AAR process will ensure the appropriate data is collected and analyzed to correlate with an exercise's specified training objectives. The process requires extensive planning, detailed preparation and coordinated execution. (Figure K-1)
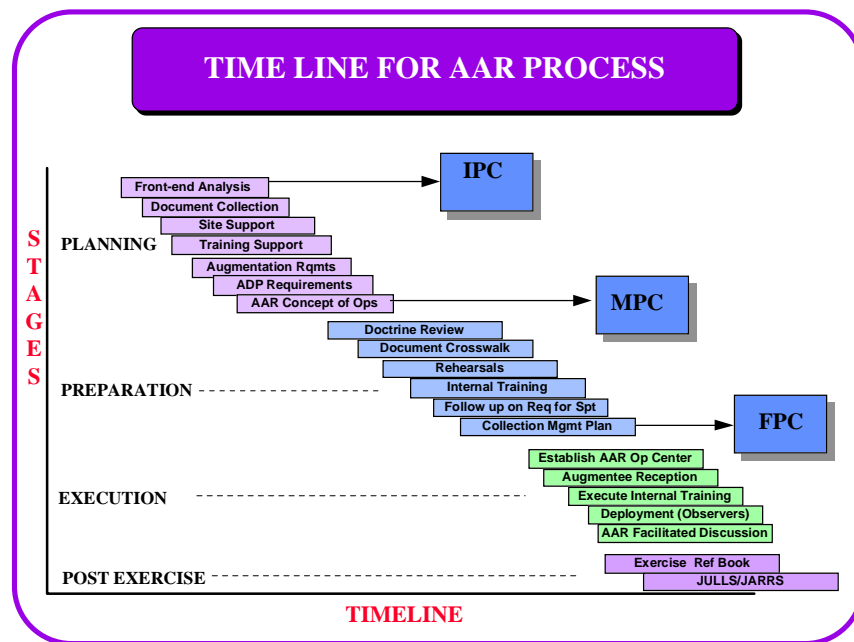

Figure K-1. AAR Process Steps

a. <u>After-Action Review Process</u>

(1) The AAR process is embedded in the execution phase of the Joint Training System. The AAR process enables joint commanders to evaluate their training objectives, derived directly from JMETs. The organization's training proficiency is then evaluated within discrete joint training events using a systemic method. Discrete training evaluations, when viewed over several joint training events, assist the joint force commander's overall assessment of his command's JMETs training proficiency.

(2) The AAR process produces a high-impact Facilitated After-Action Review (FAAR) and a formal training objective evaluation called a commander's summary report. The FAAR is an analytical review of training events that enables the training audience, through a facilitated professional discussion, to discover for themselves what happened during a training event--and why.

(3) The commander's summary report contains all data collected related directly to the commander's training objectives. The observations, data, and analysis produced by the AAR process provide valuable assistance to commanders in improving mission capabilities and in completing post exercise actions during the assessment phase of the Joint Training System.

b. <u>Planning the AAR</u>

(1) Several planning considerations are essential to the AAR process. Based upon the joint training event directive, the scope of the AAR is derived using eight planning factors (See Figure K-2).
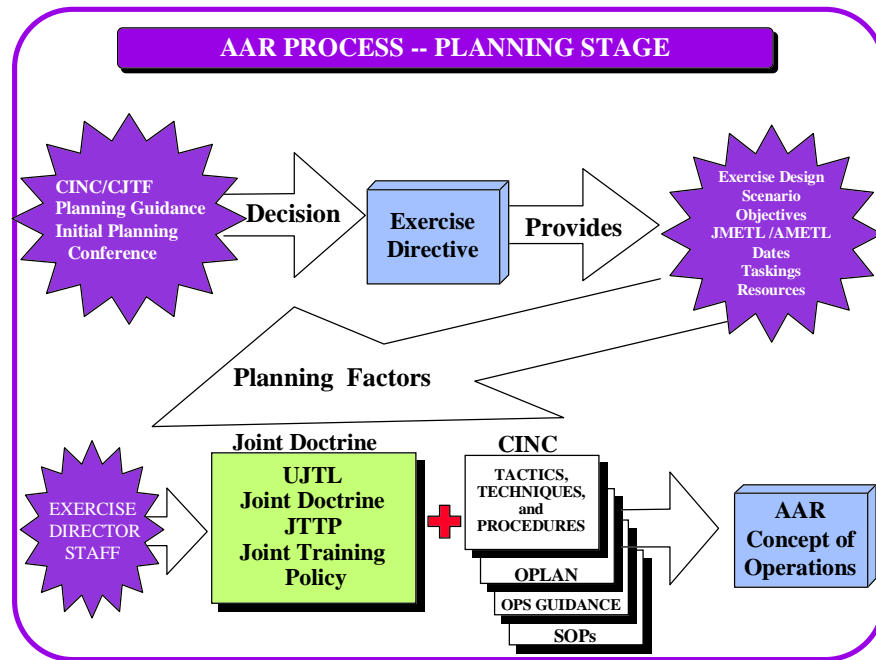
Figure K-2: AAR Process Planning Stage

(a) <u>Exercise Objectives</u>. The commander may wish to use the exercise for purposes other than training. The AAR team's knowledge of exercise objectives ensures that training information is not skewed due to conflicting objectives. For example, the commander may desire to test a new piece of equipment that is not fielded nor fully tested which may artificially effect the performance of training objectives.

(b) <u>Training Objectives</u>. These are drawn directly from the JMETLs and supporting tasks and corresponding conditions and standards.

(c) <u>Training Audience</u>. The audience is drawn directly from the Joint Training Plan or the Joint Exercise Directive.

(d) <u>Training Method</u>. The training method is drawn directly from the Joint Training Plan or the Joint Exercise Directive.

(e) <u>Duration/Coverage of Event</u> - This factor is the duration of the event and how long per day the event will occur (i.e., 12 hours/day or 24 hours/day).

(f) <u>Distribution/Location</u> - Where the training audience and participants are physically located and what facilities are available at

those locations. Some events have the entire training audience collocated while others distribute the exercise electronically.

(g) <u>Number and Type of FAARs</u> - The commander may desire FAAR at key points during the conduct of the event. FAARs can be conducted at multiple locations depending on the intended training audience or at scheduled times either daily or during designated points during the event. For example, commanders often select a mid event FAAR and a final FAAR.

(h) <u>Personnel/Equipment</u> - Resource restrictions and capabilities are identified to ensure the training objectives can be adequately observed within the scope of resources available. Resources include the number of analysts, observers, support personnel, ADP and communications equipment that are available.

(2) Once the scope of the event is determined through a thorough analysis of the eight planning factors, a detailed research of doctrinal publications is performed to establish a baseline for interoperable relationships for joint/multinational forces. This analysis is usually conducted by a team of dedicated subject matter experts/analysts committed as part of the joint training event team. The command's operating plans and standard operating procedures are also reviewed, allowing AAR personnel to understand the methodology by which the commander envisions operations. This research, along with an analysis of the governing factors, produces a Concept of Operations which is approved by the joint exercise director. The Concept of Operations should include at a minimum:

(a) A timeline to complete event tasking (Plan of Action & Milestones)

(b) Training Objectives

(c) Analyst requirements and tasking

(d) Observer requirements and tasking

(e) ADP requirements

(f) Analyst and Observer training requirements

(g) Deliverables. (Concept of Operations, Collection Management Plan, Observer Training, Facilitated After-Action Reviews, and Post Exercise Reports)

(3) The Concept of Operations should be complete prior to the Middle Planning Conference (MPC) and approved by the joint exercise director at the MPC. The commander and the training event director must be satisfied the AAR process is correctly tailored to support the training objectives.

c. <u>Preparation for the After-Action Review</u>

(1) Upon approval of the Concept of Operations, a Collection Management Plan (CMP) is written to identify critical information points related to the exercise objectives (See Figure K-3). Each exercise objective should be included in the CMP. The CMP is designed to:

(a) Focus the observer (augmentee) training.

(b) Provide guidance for pre-event analysis.

(c) Provide a basis for conducting the comparison between the Standard Operating Procedures, Joint Doctrine, War Plans, and the CINC, JTF and Component Operations Orders (Document Crosswalk).

(d) Provide a framework for organizing and directing the collection of both simulation generated and observer obtained data.
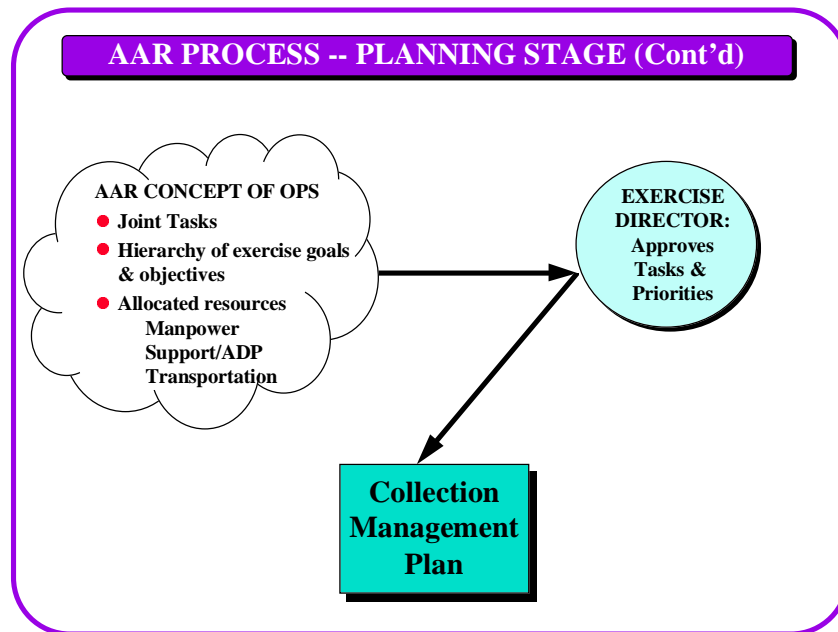
Figure K-3. AAR Planning Stage

(2) As part of the process of preparing the CMP, further doctrinal reviews must be performed to ensure that the CMP, training objectives and doctrine are not in conflict. The CMP is provided for event analysts and observers to assist in collection of data and its analysis based on the stated training objectives.

(3) If the joint training event is supported by a simulation, the CMP will further identify simulation data pertinent to each joint training objective. The CMP is then reviewed by the commander to guarantee the AAR team is focused on the commander's training objectives. Once approved, the CMP is the basis for conducting observer training and should be approved at the Final Planning Conference (FPC). The planning and preparation stages culminate with an approved observer training program based upon the CMP (See Figure K-4).
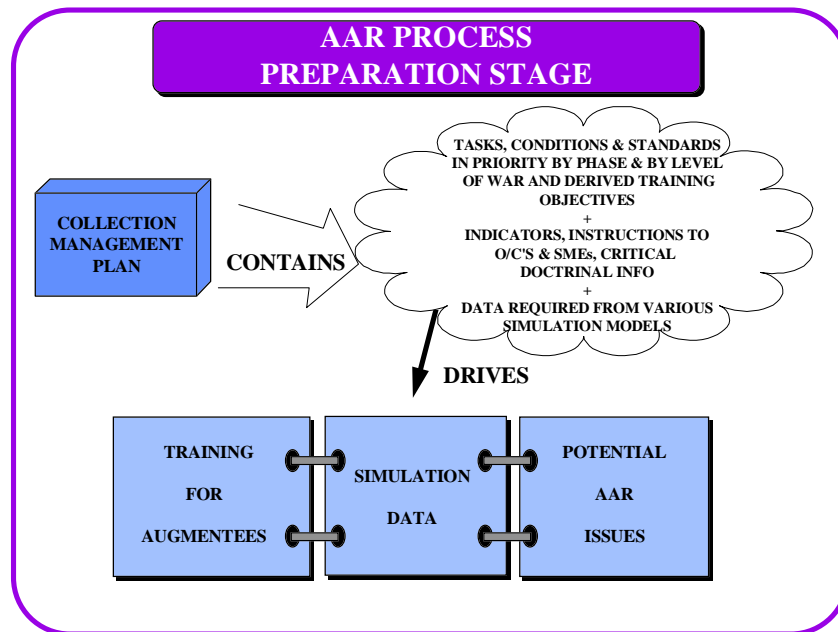
Figure K-4. AAR Preparation Stage

(4) Collection Management Plan Sample Format.

Collection Management Plan

1. Purpose. This annex provides an overview of the CMP and how it supports the AAR process.

2. General. The format of a CMP generally consists of the following chapters:

   I. General Overview

   II. Using the CMP

   III. Using the Observer Collection Form

   IV-XX. Discussion of individual exercise training objectives using the UJTL (Task, Conditions, Standards) language. (Separate chapters for each training objective to be evaluated.)

3. Chapter Descriptions

a. Chapter I. General Overview. This chapter discusses the purpose and scope of the CMP, provides an exercise summary, reviews the overall exercise objectives, outlines the training objectives (in UJTL joint task, conditions, standards language), and describes the AAR data collection and evaluation process. The CMP provides guidance to observers for collecting information and providing written observations related to the attainment of training objectives and serves as the basis for conducting observer training. The plan serves as the source document from which analysts identify, examine, and recommend emerging issues and trends which may be presented at the FAAR after reviewing information provided by the observers. The plan is organized by joint tasks selected for evaluation and may contain specific observer and analyst assignments. It is important to note that the CMP is the framework for the evaluation of stated exercise training objectives, but actual event activities may broaden the overall AAR effort beyond the scope of the CMP. However, the CMP remains the basic plan and serves as the basis for the AAR post event report.

b. Chapter II. Using the CMP. This chapter provides an overview of how AAR analysts and observers should use the CMP. It discusses a game plan for how to collect information, record observations, and assimilate data for analysis in order to identify, examine, and recommend emerging event issues. It also provides an example of a training objective, its conditions and standards (and associated measures and criterion), and specific instructions to observers on how to collect data.

c. Chapter III. Using the Observation Collection Form. This chapter describes the purpose of the AAR Observation Collection Form and the procedures for its use by AAR analysts and observers. Instructions include the need to identify the joint task being observed and the details under which the observation was made, how to succinctly describe the observed event, and how to highlight the facts and data that support the observations. Lastly, observers are encouraged to recommend follow-up as required. Positive aspects of the observed event as well as the negative side should be recorded. Lastly, instructions highlight that AAR analysts will use the observation forms and guidance provided by the event director, and the AAR Facilitator to develop and identify significant issues.

d. Chapters IV Through xx: Discussion of Specific Joint Tasks. These chapters provide guidance for data collection on specific training objectives and subordinate tasks. Tasks are organized functionally and are addressed in separate chapters. For example, Chapter IV for a JTF (focused at operational level of war) may be titled, "Operational Movement and Maneuver," and would address all exercise related OP 1 level tasks in the

language of the UJTL. Follow-on chapters would address OP 2-6 level tasks as appropriate. Discussion of each task includes the stated training objectives and the conditions and standards (and associated measures and criterion) as selected by the exercise director. References are listed that highlight the doctrinal basis for the task. Instructions to observers are also included to assist them in their data collection effort. These instructions may address such items as simulation data for a computer assisted exercise, as well as C4I information which provide evidence for weighing and assessing the strengths and weaknesses of the joint task to be performed.

4. Summary. The CMP is an event/organization unique document that details training objectives in task, condition, and standard format. The tasks are in UJTL language, the conditions are unique to the event, and the standards are based on command specific standards. It drives the AAR preparation in terms of front end analysis, plans/orders crosswalks, and observer training. It also drives the execution of AAR operations during the event and serves as the basis of the FAARs and AAR Commanders Summary Report.

   d. Execution of the After-Action Review

      (1) This stage begins with the establishment of the AAR Operations Center at the training event site. This should be completed a few days prior to STARTEX. Communications are established with all event locations and, when appropriate, an AAR Local Area Network is established. During this time observer/augmentee training is conducted. This training focuses on imparting to the observers/augmentees the results of the planning and preparation stages so that they may contribute constructively to the AAR data gathering effort. This training may include the use of a local area network to allow observers to enter observation data and analysts to receive near-real time observations for timely analysis during training event execution.

      (2) The core membership of the AAR team consists of the Facilitator, Analysts, and Observers.

         (a) Facilitator. The Facilitator is responsible to the Joint Exercise director and ensures data is collected for every training objective and compared against its performance standard, under established conditions. If data is not collected IAW the CMP, the facilitator works with the Joint Exercise Control Group to help create new opportunities to observe task performance. The Facilitator is usually a senior officer who has direct access to the Commander, and is designated during the initial planning phase (usually prior to the

Initial Planning Conference). The Facilitator sets policy for the AAR organization and is the senior officer responsible for the AAR operation and its products. Consequently, this position requires total commitment to the AAR effort during the entire training event. The facilitator advises the commander on developing issues and on a regular basis obtains guidance on the format and content of the FAAR. In performing his functions, the facilitator must be aware of all aspects of the exercise as they relate to meeting the training objectives and, consequently, is a key player in the Joint Exercise Control Group.

(b) Analysts: Key to the AAR are the analysts who are experienced subject matter experts. They function as planners during exercise planning and joint tasks analysts during joint exercise execution. The analysts maintain a strong knowledge of the Joint Training System, Joint Doctrine, JTTP, and the UJTL. They are the dedicated personnel who carry-out the orders and document, cross walk, and develop the Collection Management Plan. Their knowledge enables them to analyze data within these tasks based on their respective functional area of expertise. Analysts will provide functional direction to the observers during the conduct of the training event and will be the key presenters during the pre-event observer training.
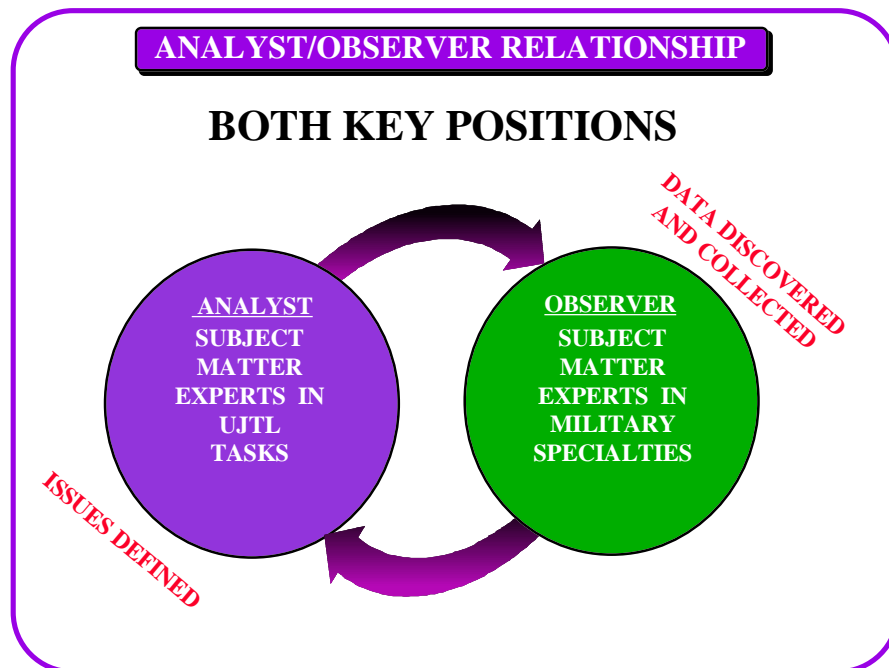
ANALYST/OBSERVER RELATIONSHIP

BOTH KEY POSITIONS

DATA DISCOVERED AND COLLECTED

ANALYST
SUBJECT MATTER EXPERTS IN UJTL TASKS

OBSERVER
SUBJECT MATTER EXPERTS IN MILITARY SPECIALTIES

ISSUES DEFINED

Figure K-5. Analyst and Observer Relationship

(c) <u>Observers</u>. During training events, the analysts are augmented with observers. Observers are usually augmentees drawn from within the command and are an integral part of the AAR organization. They will use the Collection Management Plan as a guide for recording their observations. Observers are assigned a functional responsibility consistent with their Service, background, and training. Guidance, direction and focus are provided by the analysts. Each observer is assigned specific tasks from the collection management plan. Each task is associated with a condition and a standard of performance. Each standard has one or more indicators that measure the effectiveness of the unit toward meeting the standard. During pre-exercise training, general collection management instructions should be provided to the observers to guide them in the collection process. (See Figure K-5)

(d) <u>Observers, Controllers, and Trainers</u>. This process focuses the efforts of the AAR process on the observer whose primary function is to capture information on the training audience's collective ability to accomplish the stated training objectives. There are other functions these individuals may also perform; namely controllers and trainers. Both are valid requirements or functions but commanders and AAR personnel should realize that their goals and consequently their focus are different. Controllers are primarily concerned with ensuring the scenario is executed as planned. Controllers also work for two masters during the event; the AAR Facilitator and the Event Director. Trainers are primarily concerned with ensuring the training audience and often individuals within the training audience are trained to standard. Trainers will be required to delay or even stop the scenario in order to train the training audience on the training objective. Obviously, a tension exists between these three roles and commanders should be aware of that tension as they dual or triple task the AAR support personnel.

(3) <u>Process</u>. During execution the CMP focuses the data collection and analysis on the exercise objectives. Through the execution of the CMP, systemic issues will begin to surface; analysts then consult with the facilitator and each other to identify potential topics for presentation during the FAAR and ensure they are relevant to the commander's training objectives. The process depicted in Figure K-6 shows how AAR themes are identified and produced.
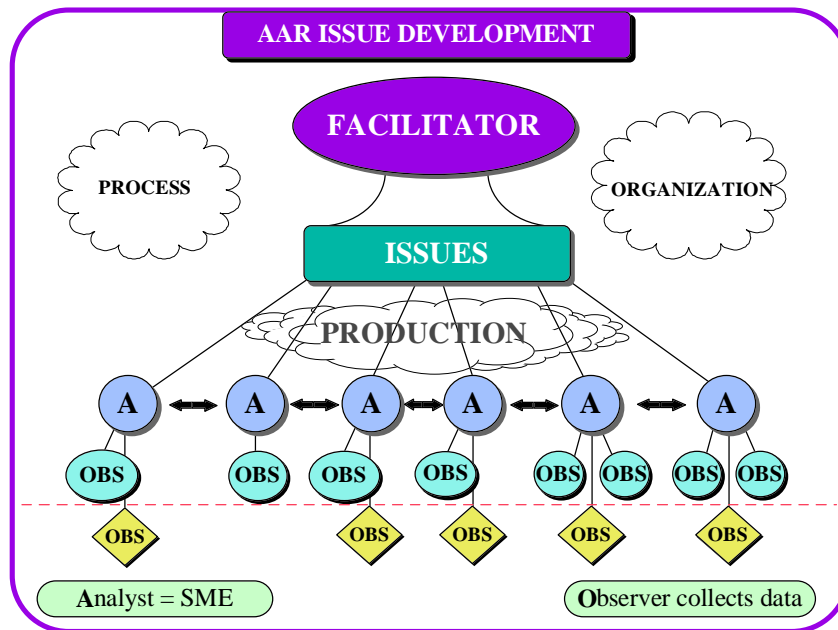
Figure K-6. The AAR Issue Development

The observations provided to the analysts are brought to the facilitator and FAAR themes are identified and developed--focusing on the training objectives. The analysts' information sources are primarily observer reports and simulation data during a CAX. Analysis is done in concert with senior training event controllers and the AAR facilitator to ensure issues are based on operations and not "game" anomalies. The results of the analysis are factual operational issues directly affecting the training audiences' mission capabilities. Additionally, through discussions with the commander and/or event director, the Facilitator will identify issues that require observation and will direct the analyst/observer team accordingly. In order to predict specific events in the simulations and maintain "real time game truth," the AAR team requires the ability to view the simulation and be informed of event controller decisions as they occur. Consequently, the AAR team will not be collocated with the training audience or the exercise control group, but have ready access to both. It maintains a separate operations center to ensure its work does not become a training detractor. The AAR team meets collectively on a regular basis to be updated on the training event, discuss emerging issues, and focus the efforts of the team to gain data as related to the training objectives. Simultaneously; the capturing, cataloging, and filing of training objective data and observations occurs in the operations center. Also, the production of the FAAR training aids (briefing slides, graphics, or overlays) occurs concurrently to ensure a high impact FAAR can occur very soon after the end of the exercise. (See Figure K-7)
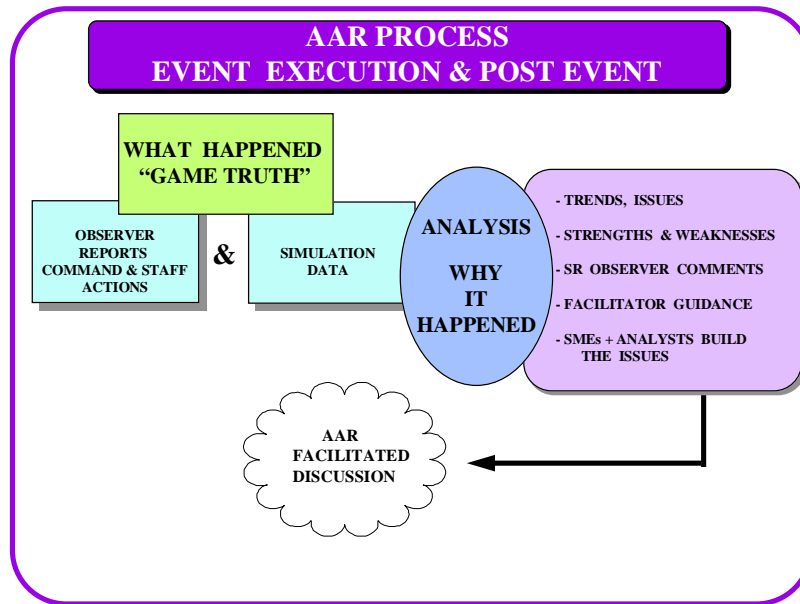
Figure K-7. AAR Execution Stage and Post Event Activities

(4) The Facilitated After-Action Review (FAAR). The highlight of the execution phase is a FAAR with the training audience, its higher headquarters, and the supporting commanders. The objective of the FAAR is to allow the training audience to discover for themselves what happened during training and why. This process enhances learning, promotes effective problem-solving and allows the training audience to determine if they accomplished what they set out accomplish during the exercise. Critical to the success of the FAAR is the accuracy of data used to reconstruct the training events. Often, issues discussed during the FAAR will result in decisions on future training plans and direct follow-up corrective actions. An example FAAR agenda is shown in Figure K-8. Planned for approximately two hours, this facilitated discussion briefly covers the training value of the FAAR, a battle summary and, for the first time, a view of the war from the perspective of the opposing forces commander. The remainder of the FAAR is spent discussing issues related directly to the training audiences achievement of the designated training objectives. Each issue is presented supported by collated data. The training audience determines if the issue outcome was acceptable and if not, why not. As mentioned previously, the discussion that follows normally has direct impact on future training events and supporting staff action.
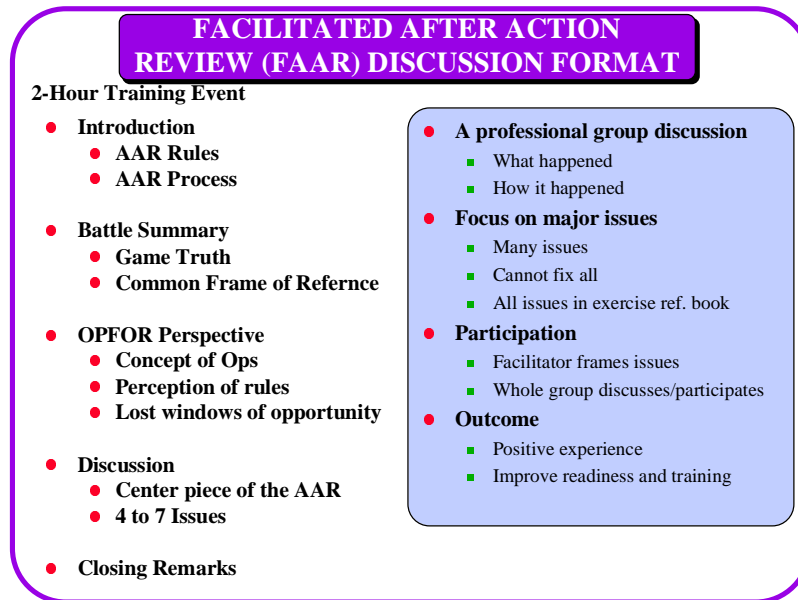
FACILITATED AFTER ACTION REVIEW (FAAR) DISCUSSION FORMAT

2-Hour Training Event

- **Introduction**
  - **AAR Rules**
  - **AAR Process**

- **Battle Summary**
  - **Game Truth**
  - **Common Frame of Refernce**

- **OPFOR Perspective**
  - **Concept of Ops**
  - **Perception of rules**
  - **Lost windows of opportunity**

- **Discussion**
  - **Center piece of the AAR**
  - **4 to 7 Issues**

- **Closing Remarks**

- **A professional group discussion**
  - What happened
  - How it happened
- **Focus on major issues**
  - Many issues
  - Cannot fix all
  - All issues in exercise ref. book
- **Participation**
  - Facilitator frames issues
  - Whole group discusses/participates
- **Outcome**
  - Positive experience
  - Improve readiness and training

Figure K-8. FAAR Discussion Format

(5) <u>AAR Process Post Exercise Actions</u>. Upon completion of an exercise, the AAR team completes a Commander's Summary Report including the Task Performance Observations (TPOs) for the commander's use in evaluating training proficiency levels (i.e. "T" Trained, "P" Needs Practice, "U" Untrained, or "N" Not Observed) to the training audience on each training objective (Figure K-9). It is a comprehensive document consisting of several chapters which replay the entire training and provides data and information, TPOs, related directly to each training objective. While the FAAR focuses on four to seven major issues, the Commander's Summary Report is the mechanism to report on all of the exercise objectives. It is normally completed within 20 days of the completion of the training event. Also, the commander may use this document in the development of his JAAR, submission of specific JULLS, or to Identify and Define *Issues* that may be used internally or reported externally to the command. At this point, the Commander and his staff begin to explore the reason proficiency was not attained. (i.e., Doctrine, Training, Education, Organizations (Force Structure), or Material). This process provides the linkage between the execution and the assessment phase of the Joint Training System.
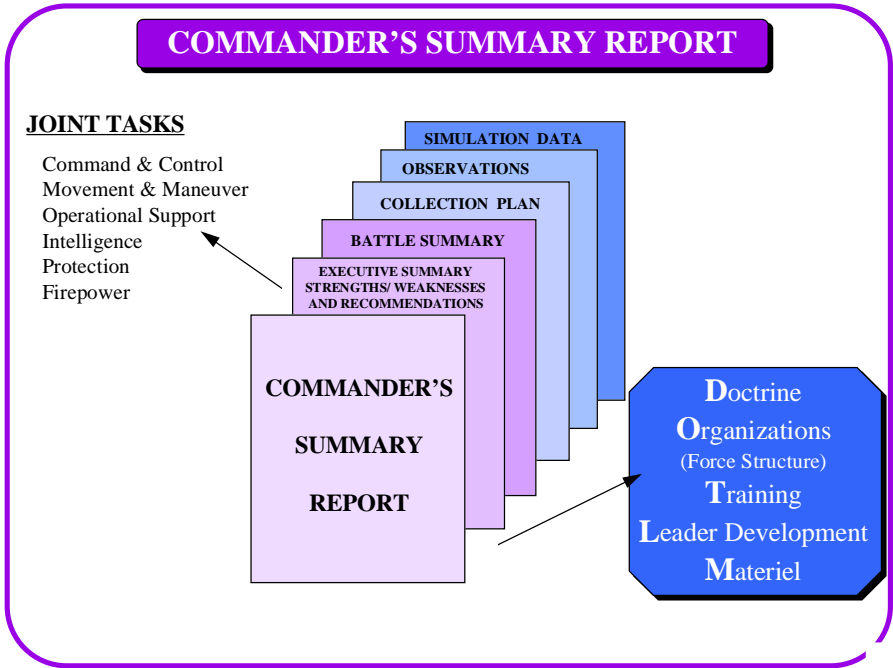
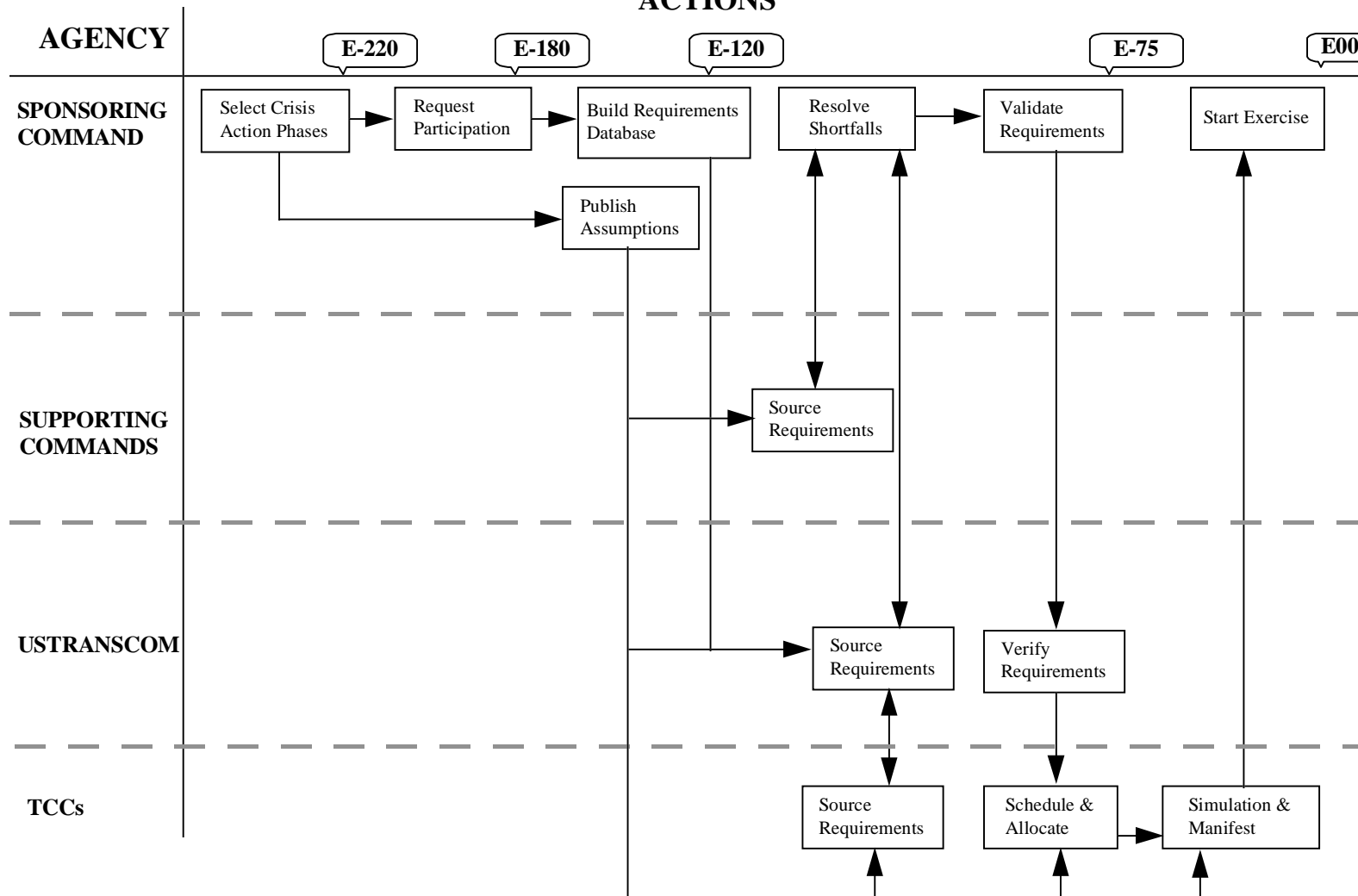**Figure K-9. Commander's Summary Report**

APPENDIX L

GCCS SUPPORT FOR JOINT TRAINING EVENTS

1. Purpose. This Appendix describes automated systems that can provide simulation or modeling capability to support joint training events such as command post exercises (CPXs), computer assisted exercises (CAXs), and wargames. It provides procedures for using the Global Command and Control System (GCCS) as a simulation tool.

2. General. A variety of modeling and simulation tools are available to support joint training events. Modeling is using computer programs to process user-provided data yielding results that approximate reality. Modeling tools primarily are useful in answering "what if" questions. Simulation is similar to modeling, but more dynamic and interactive. Simulation tools use manual and automated systems to process user-provided data and real-time inputs yielding results that approximate reality. GCCS can be used as a simulation tool to support joint training; procedures are described in paragraphs three through five below. Annex A provides a list of some GCCS tools that may be useful in joint training event planning and execution. Complete information is available from Joint Staff J-3/CSOD. The Aggregated Level Simulation Protocol (ALSP) Confederation is a group of simulation and modeling tools that also can support joint training events.

GCCS PROCESS MAP
ACTIONS

AGENCY

| E-220 | E-180 | E-120 | | E-75 | E00 |

SPONSORING COMMAND

Select Crisis Action Phases → Request Participation → Build Requirements Database

Resolve Shortfalls → Validate Requirements

Start Exercise

Publish Assumptions

SUPPORTING COMMANDS

Source Requirements

USTRANSCOM

Source Requirements

Verify Requirements

TCCs

Source Requirements

Schedule & Allocate → Simulation & Manifest

3. <u>Global Command and Control System Capability</u>. GCCS provides both simulation and modeling capabilities to support joint training (see Annex A). Its greatest utility, however, is in its capability to support dynamic play of crisis action procedures during a CPX. The actions and reactions of major participants in the crisis action system can be simulated using GCCS. GCCS supports joint training in any of the six crisis action phases (see Joint Operation Planning and Execution System, Volume I, Planning Policies and Procedures, Joint Pub 5-03.1), but best supports Course of Action (COA) Development (Phase III), COA Selection (Phase IV), and Execution Planning (Phase V). Other modeling and simulation tools in concert with GCCS better support joint training in Situation Development (Phase I), Crisis Assessment (Phase II), and Execution (Phase VI).

4. <u>Global Command and Control System Procedures</u>. Using the procedures in the following paragraphs will greatly improve GCCS support to CPXs, CAXs, and wargames. Figure L-1 is a process map of the procedures that illustrates the progress of GCCS information and data base development over time. Throughout these procedures, the day the event starts is referred to as E-day or E00; the day deployment commences, as C-day or C000. Definitions of other Joint Planning and Operations System (JOPES) terms are in Joint Pub 5-03.1. Procedures and milestones for setting up GCCS data bases to support a post-execution (Phase VI) start are in the following paragraphs. Starting the training event earlier in the crisis action procedures requires modification of the milestones in Table L-1 and the process in Figure L-1.

   a. <u>Crisis Action Phase Selection and Joint Training</u>. The sponsoring command selects the crisis action phase that best supports the joint training objectives. In general, the event scenario will drive the crisis action phase selection. All GCCS data that would be generated before the start of the event should be in place to support the start position and conditions. A training event that starts after Execution (Phase VI) requires the most GCCS data development.

   b. <u>Participation and Support Requirements</u>. Based on the crisis action phase selected, the sponsoring command should identify the commands and agencies whose participation or support is needed to make the training event a success. The sponsoring command should invite needed participation or support in the training event and negotiate each organization's role in information and data base development. If supporting commands or agencies are unable to provide participation or support, then their part of information and data development must be simulated (if possible), assumed away, or the training event must be changed.

c. Start-of-Event Information and Data bases. The sponsoring command
must develop and publish adequate information to set up a starting position
that is both believable and extensible. To be believable, the start position
must be congruent with current Defense Planning Guidance, Operation
Plans (OPLANs), National Intelligence Estimate, and the Joint Strategic
Capabilities Plan. Wide divergence from these authoritative sources
increases the risk that training event participants will not understand the
start position well enough to accomplish joint training. To be extensible, the
start position must contain a major part of the information that should be
procedurally generated up to the start point. Event planners extend this
information into exercises within the play window. Participants react to
events based on the start information and the events themselves. For
example, if the training event starts with issuance of a CJCS Alert Order,
signifying the beginning of Execution Planning (Phase V), then all crisis
action information that should have been generated up to that point must
be created and entered into appropriate information systems, including
GCCS, prior the start of the training event. In the case of a Phase V start, a
representative start position should include: CJCS and combatant
commander warning or planning orders; combatant commander's estimate;
combatant commander's Course of Action (COA) data bases; feasibility
estimates from supporting commands and agencies; intelligence estimates;
transportation requirements data base for selected COA; combatant
commander's GCCS instructions; and the CJCS alert order.

d. Requirements and Transportation Data. To start a training event any
time after deployment commences, i.e., after C-day, the sponsoring
command must accomplish the actions described below with the
cooperation of other DOD components. Milestones are shown in Table L-1.
E00 is the date on which the exercise starts.

Table L-1. GCCS Data Planning Milestones.

Event	OPR	Milestone
Select Crisis Action Phases	Sponsoring Command	E-220
Request Participation and Support	Sponsoring Command	E-180
Publish Assumptions	Sponsoring Command	E-120
Complete Requirements Database and Direct Sourcing	Sponsoring Command	E-120
Complete Requirement Sourcing	Supporting Commands and Agencies	E-85
Validate Requirements for Transportation Scheduling	Sponsoring Command	E-75
Verify Requirements and Direct Scheduling	USTRANSCOM	E-70

Complete Scheduling and Allocation of Transportation Assets	USTRANSCOM	E-40
Complete Simulation of Transportation Execution	USTRANSCOM	E-30
Training Event Starts	Sponsoring Command	E00

(1) <u>Develop and Publish Assumptions</u>. The sponsoring command develops and publishes assumptions about events happening prior to training event start. For a Phase VI start, assumptions must include: mobilization condition and dates; forces readiness and allocation; transportation allocation; port capacities; and threat environment.

(2) <u>Create Requirements Data base and Direct Sourcing</u>. The sponsoring command creates, or updates an existing, OPLAN requirements database (see Annex A for software descriptions). When the requirements database is complete, the sponsoring command requests supporting command's and agency's sourcing. Record communications should be used.

  (a) <u>Source Requirements</u>. Supporting commands and agencies review the requirements data base and update sourcing data consistent with training event assumptions (see Joint Pub 5-03.1 for data requirements). Requirements that cannot be sourced will be marked as shortfall. Using record communication, supporting commands and agencies will notify the sponsoring command when sourcing is complete.

  (b) <u>Resolve Shortfalls</u>. The sponsoring command should review the requirements data base and attempt to resolve shortfalls. If shortfalls cannot be resolved, then the sponsoring command may need to change assumptions, change requirements, or revise the joint training event.

(3) <u>Validate Requirements and Set C-day</u>. The sponsoring command will evaluate the requirements data base and correct any errors that would preclude allocation of requirements to transportation assets (see Joint Pub 5-03.1 for additional information on validation). Also, the sponsoring command will set C-day according to assumptions. The sponsoring command will execute the GCCS function that identifies requirements that are valid for transportation scheduling. Valid requirements will be free on errors and contain data at the required level of detail to allow allocation to transportation assets. Quantity of requirements to validate is shown in Table L-2. In Table L-2, the start of

training event is E00 which is equal to C030 (the 31st day of deployment). Quantity of requirements for validation is based on procedures in Joint Pub 5-03.1. The sponsoring command should use record communication to notify USTRANSCOM that requirements are validated for transportation scheduling.

Table L-2. Requirement Validation

Transportation Mode and Source	Requirements Validated at Start	Example for exercise start on C030 (E00 = C030)
Air AMC	E00 plus 7 days.	Requirements valid through C036
Sea MSC	E00 plus 30 days	Requirements valid through C059

(4) <u>Verify Requirements and Direct Scheduling</u>. USTRANSCOM will verify that validated requirements are ready for scheduling. Then, USTRANSCOM will execute GCCS function that marks requirements as pulled for transportation scheduling. USTRANSCOM will notify its service components to start transportation scheduling, allocation, and manifesting.

(5) <u>Schedule and Allocate Transportation Assets</u>. Air Mobility Command (AMC), Military Sealift Command (MSC), and Military Traffic Management Command (MTMC) will schedule and allocate transportation assets (aircraft and ships) moving the sponsoring command's validated requirements. Schedules are developed based on sponsoring-command-provided assumptions and validated requirements. AMC develops aircraft schedules and requirement allocations and enters them into GCCS Scheduling and Movement (S&M). All aircraft scheduled to move unit requirements are allocated. MSC, in cooperation with MTMC, develops ship schedules and enters them into GCCS S&M. The quantity of schedules and allocations to enter into GCCS S&M are shown in Table L-3. In Table L-3, the start of training event is E00 which is equal to C030 (the 31st day of deployment). Quantity of schedules and allocations is based on procedures in Joint Pub 5-03.1. AMC and MSC will notify USTRANSCOM when scheduling and allocation is complete; USTRANSCOM will notify sponsoring command.

Table L-3. Transportation Scheduling and Allocation

Mode and Source	Quantity of Schedules	Example for exercise start on C030 (E00 = C030)
Air AMC	E00 plus 3 days	Schedules for aircraft departing the APOE on or before 2359Z on C032
Sea MSC	E00 plus approximately 14 days	Schedules for ships underway or scheduled to arrive SPOE within 2 weeks (approximately C043).

(6) Simulate Transportation Execution. Transportation simulation includes entering actual departure and arrival times aircraft or ships, and entering manifests for aircraft or ships into GCCS S&M. AMC enters aircraft departure and arrival times to simulate actual aircraft movement. Aircraft that have departed the APOE should be manifested with actual unit requirements including quantity of cargo or number of passengers. MSC enters actual ship departure and arrival times to simulate ship movement. MTMC manifests ships that departed their SPOE 96 hours or more before E00. Ship manifests include unit or non-unit requirements with quantity of cargo or number of passengers. AMC, MSC, and MTMC will notify USTRANSCOM when transportation execution data is complete; USTRANSCOM will notify sponsoring command.

d. Event Execution and Transportation Data. If USTRANSCOM and its component commands have agreed to participate in the training event, GCCS can support simulation of incremental transportation requirement validation and scheduling process as described in Joint Pub 5-03.1. If joint training does not require this simulation, or if USTRANSCOM support is not available, then quantities of transportation requirements for validation (Table L-2), and transportation assets scheduled, allocated, and manifested (Table L-3) can be adjusted to support the entire training event time period.

5. Planning Conferences and GCCS Support. Sponsoring commands normally use planning conferences to ensure CPX, CAX, or wargame planning fully supports execution. Simulation planning at each conference is important, so last minute data development is not required. Exercise planning normally includes an Initial Planning Conference (IPC), Events Conference, Mid-Planning Conference (MPC), and Final Planning Conference (FPC). Table L-4 shows relationship between GCCS simulation planning steps and planning conferences. In Table L-4, each conference is related to the GCCS data development steps. The second column indicates whether the GCCS data

development step should be completed before or after the associated conference.

Table L-4 Conferences and GCCS Data Planning.

Conference	Should happen (Before/After)	GCCS Data Development Step
Initial Planning	After	Select Crisis Action Phases
	Before	Request Participation and Support
	Before	Publish Assumptions
	Before	Complete Requirements Database and Direct Sourcing
Events Planning	After	Complete Requirement Sourcing
Mid Planning	After	Validate Requirements for Transportation Scheduling
	After	Verify Requirements and Direct Scheduling
Final Planning	After	Complete Scheduling and Allocation of Transportation Assets
	After	Complete Simulation of Transportation Execution
	Before	Training Event Starts

ANNEX A TO APPENDIX L

GLOBAL COMMAND AND CONTROL SYSTEM COMPONENTS

1. <u>Purpose</u>. This Annex briefly describes automated components of the Global Command and Control System (GCCS) that are useful for supporting joint training. Joint Staff J3-CSOD is functional proponent for GCCS.

GCCS System Components and Joint Training

Component Name	Description	Application to Joint Training
Airfields	Provides access to worldwide airfield information database.	Support assumptions and events about airfield availability and capacity.
APPLIXware	Office automation software for word-processing, graphics, and spreadsheet	Office automation functions
Automated Message Handling System (AMHS)	Provides user access to electronic messages in Automated Digital Network (AUTODIN).	Transmit and receive event planning messages. Transmit and receive event implementer messages.
Dynamic Analysis and Replanning Tool (DART)	Part of JOPES software. Allows retrieval, modification, and analysis of OPLAN requirements.	Modify exercise requirements data base. (Available transportation modeling tools are outdated.)
GCCS Status of Resources and Training System (GSORTS)	Provides identification, location, deployment status, and other unit data. Also uses DMA maps to display information.	Supports assumptions about units. May allow construction of custom unit data base for training event.
Information Management System (IMS)	Allows user to move TPFDD files among GCCS applications.	Allows exercise planners to move TPFDD files among GCCS applications.

GCCS System Components and Joint Training

Component Name	Description	Application to Joint Training
Internet News	Bulletin board style communication tool for uploading and downloading files to communication servers.	Provides communication tool that can support planning and execution.
Joint Maritime Command Information System (JMCIS)	Provides display of unit characteristics, employment scheduling, capabilities, position, and friendly and enemy disposition information. Uses DMA maps.	Display position of simulated forces, resources, assets, and opposition forces.
JOPES AdHoc Query	Generates queries and reports against core database.	Execute queries and reports during planning and execution.
JOPES External System Interface	Allows scheduling and movement data to flow into GCCS Scheduling and Movement	Support simulated generation of transportation schedules, allocations, manifests, and transportation execution.
JOPES Reports	Predefined reports from core data base	Execute reports during planning and execution.
Netscape	Provides access to worldwide web (WWW). Allows communication and file transfer.	Supports event planning and execution coordination requirements.
Requirement Development Analysis (RDA)	Similar to DART	Similar to DART

GCCS System Components and Joint Training

Component Name	Description	Application to Joint Training
Scheduling and Movement (S&M)	Provides in-transit visibility of requirements and transportation assets.	Produce and maintain transportation schedules, allocations, and manifests. Simulate execution of transportation.
Theater Analysis and Replanning Graphical Execution Toolkit (TARGET)	Provides capability to do distributed-collaborative planning. Supports rapid course of action development, assessment, selection, and execution.	Repository for start-of-event information. Display start-of-event conditions. Employ during event execution

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APPENDIX M

DEFINED ISSUE FORMAT (Sample)

1. <u>Title</u>. (Title of the identified issue reflecting both the subject area and the nature of the identified issue.)

2. <u>Observation</u>. (A short factual statement of the identified issue. The description should address the reasons or causes at the root of the identified issue.)

3. <u>Discussion</u>. (Amplifies the identified issue statement and answers the "who, what, where, when, why, and how" questions. If the issue describes the positive actions taken to work around an problem, explain the actions in detail. If a problem could not be solved by the participants, and explain why.)

   a. <u>Doctrine</u>. (A statement describing the doctrinal root of the problem and any recommended doctrinal changes which may be appropriate.)

   b. <u>Training</u>

   c. <u>Leader Development</u>

   d. <u>Organization (Force Structure)</u>

   e. <u>Material</u>

4. <u>Recommended Action</u>. (A statement on how to possibly permanently correct the identified issue and who could make the correction. The action could result in identifying short and long term requirements for new or modified publications (doctrine), improving training, changing force structure (organization), revising Joint Professional Military Education (leader development), or procuring new equipment (material).

5. <u>Prepared by</u>: (POC Information)

6. <u>References</u>. (List reference used to validate the issue. Citations may include doctrinal publications, individuals interviewed, etc.)

7. <u>UJTL Task Number</u>: (See latest version of CJCSM 3500.04 for task numbers.)

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APPENDIX N

JOINT STAFF MASTER SCENARIO EVENTS LIST ITEM LEVELS

1. <u>Purpose</u>. This appendix defines the Master Scenario Events List (MSEL) item levels used for planning CJCS-sponsored exercises. They also serve as a guide to other DOD components in planing exercises.

2. <u>General</u>. Joint Staff Joint Exercise Management Program (JEMP) MSEL software allows four MSEL levels. The levels are used to determine who manages MSEL development and implementation for that MSEL item. MSEL event levels are determined primarily based on the level of command that resolve the event. In most cases, the command level of event resolution is estimated early in the planning process (MPC or events conference); however, the MSEL item level normally is not changed once the event implementers are drafted.

3. <u>Preliminary Estimate</u>. MSEL level may need to be estimated early in the planning process (between IPC and MPC/Events Conference). To assist estimating, the four MSEL item levels can be equated to UJTL levels: Strategic, Theater, Operational, Tactical. All events should be linked to an exercise objective, training objective, JMET and UJTL, so the preliminary event level can be determined using the JMET number from the UJTL. Table N-1 shows the MSEL level and event manager in a CJCS-sponsored exercise based on UJTL level.

Table N-1. MSEL Level and Manager.

UJTL Level	MSEL Item Level	Event Manager
Strategic National	1	Joint Staff J7
Strategic Theater	2	CINC Headquarters or Service Headquarters
Operational	3	Component Command or Major Command Headquarters
Tactical	4	Below Component Command or Major Command Headquarters

4. <u>MSEL Item Management Assignment</u>. Table N-2 is a decision-logic matrix for determining MSEL level and manager when more detailed information is known. This information is normally available at the MPC or Events Conference. In some cases, an event is resolved (completes its life cycle) several command levels above its origin. In these cases, the last organization receiving joint training is the highest command level that plays the event. Because of the requirement to collect data and assess training at all levels,

events are generally managed at the highest command level where joint
training happens.

Table N-2. MSEL Item Management Decision Table.

When Event Originates at	And Event Tasking is Sent to	And Expected Resolution Level is	Then MSEL Event Level is	And Event is Managed by
Federal Department or Agency or Non-Government Agency	CINC, Defense Agency, or Service Headquarters; Joint Staff, OSD; Federal Department or Agency	CINC, Defense Agency, or Service Headquarters; Joint Staff, OSD; Federal Department or Agency	1	Joint Staff J7
CINC, Defense Agency, or Service Headquarters; Joint Staff; OSD	CINC, Defense Agency, or Service Headquarters; Joint Staff; OSD	CINC, Defense Agency, or Service Headquarters; Joint Staff; OSD	1	Joint Staff J7
CINC's Component, Major Command	CINC, Service Headquarters	Joint Staff, OSD, Defense Agency, Federal Department or Agency	1	Joint Staff J7
CINC's Component, Major Command	CINC, Service Headquarters	CINC, Service Headquarters	2	CINC or Service Headquarters where resolution is expected
Organization Subordinate to CINC's Component or Major Command	CINC's Component, Major Command	CINC, Service Headquarters	2	CINC or Service Headquarters where resolution is expected
CINC's Component, Major Command	CINC's Component, Major Command	CINC's Component, Major Command	3	Component or Major Command Headquarters where resolution is expected
Organization Subordinate to CINC's Component or Major Command	CINC's Component, Major Command	CINC's Component, Major Command	3	Component or Major Command Headquarters where resolution is expected
CINC, Defense Agency, or Service Headquarters	Organization Subordinate to Originating Headquarters	CINC, Defense Agency, or Service Headquarters	3	CINC or Service Headquarters where resolution is expected
Organization Subordinate to CINC's Component or Major Command	Organization Subordinate to CINC's Component or Major Command	Organization Subordinate to CINC's Component or Major Command	4	Headquarters where resolution is expected
CINC, Defense Agency, or Service Headquarters	Organization Subordinate to Originating Headquarters	Organization Subordinate to Originating Headquarters	4	Headquarters where resolution is expected

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Appendix N

APPENDIX O

JOINT TRAINING COURSE
DEVELOPMENT AND MANAGEMENT
PROCESS

1. Purpose and Scope

    a. The purpose of this appendix is to describe the process for joint training course development and management. This process includes the steps of (1) identifying valid mission-based course development requirements, (2) coordinating and prioritizing those requirements, (3) assigning course development responsibilities, (4) developing, validating, and accrediting the course, (5) distributing and maintaining the course, and (6) instituting a process of continuous evaluation and feedback to improve the quality of the course.

    b. Joint training courses developed under this process will form a joint training courseware base that can be used for joint training whether conducted by resident instructors in academic settings, in the field by internal combatant command or Service instructors, or by outside instructors from joint training support agencies or organizations. As such, this process primarily addresses the joint courseware portion of a total joint training course. Equipment, facilities, and instructors are other important elements that must be addressed for a total course.   Development of courses under the following process must identify these other essential requirements for a total joint course, but does not necessarily involve instructing the course or providing those resources. In all settings, joint doctrine and joint tactics, techniques, and procedures will form the foundation for common content.

    c. The development of a high-quality, standardized common course resource base should greatly reduce or avoid the need for the combatant commands to develop unique courses. Individual combatant command course development efforts, if needed, do not need to follow this process if they are for internal use only. The combatant commands will notify Joint Warfare Center (JWFC) of such internal course development efforts to facilitate knowledge of worldwide efforts and as an indication of potential shortcomings or duplication in the common course resource base.

Joint training courses developed under this process will focus on training individuals to perform duties as part of a joint force commander's staff or major component staff as contrasted with individual technical training courses

developed under the Interservice Training Review Organization procedures. Certain technical C4 education and training programs sponsored and managed by the Joint Staff J-6, including the C4 Systems Curriculum of the Naval Postgraduate School, the Joint C4 Staff and Operations Course of the Armed Forces Staff College, and all of the various curricula of the Information Resources Management College of the National Defense University, fall outside the purview of the Joint Training Course Development and Management Process.
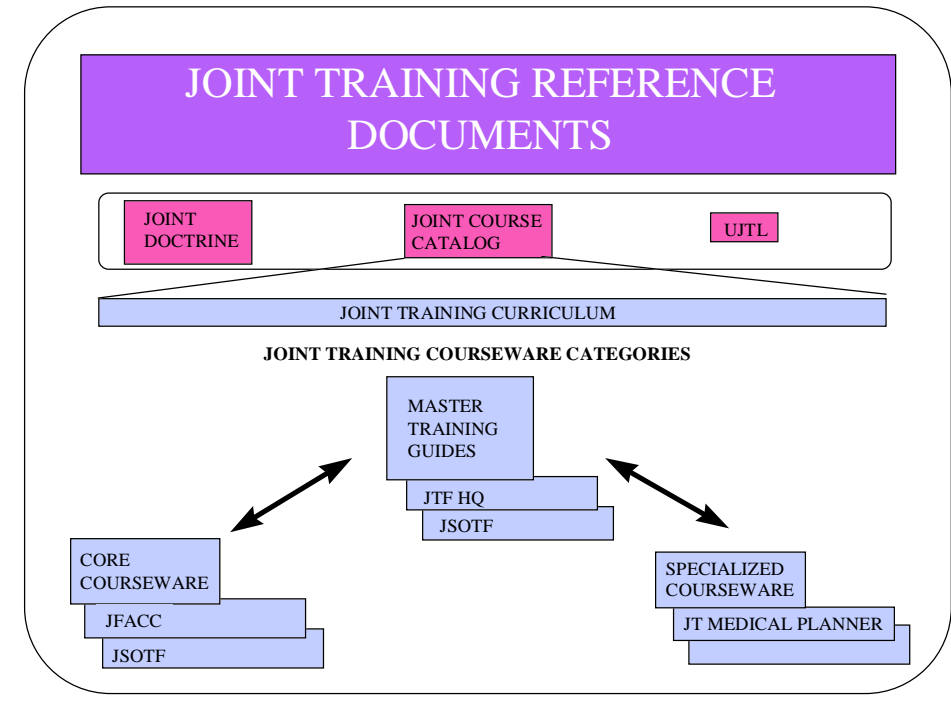
e. Education courses, to include joint curriculum developed and accredited within the auspices of the Program for Joint Education (PJE) at intermediate and senior Professional Military Education (PME) institutions, do not fall within the purview of the Joint Training Course Development and Management Process.

2. <u>Goals</u>. The goals of this process are to:

a. Improve the quality of joint training.

b. Assist in preparing individuals for joint operations.

c. Fill joint course voids while avoiding duplication.

d. Share expertise and resources among the worldwide joint community by creating a standardized library of joint courses.

e. Provide appropriate guidance on format and content and to ensure standardization in joint doctrine incorporation.

3. <u>Definitions and Relationships</u>

a. The following diagram depicts the overall relationship of joint training reference documents that are available to support joint training.

JOINT TRAINING REFERENCE DOCUMENTS

JOINT DOCTRINE   JOINT COURSE CATALOG   UJTL

JOINT TRAINING CURRICULUM

JOINT TRAINING COURSEWARE CATEGORIES

MASTER TRAINING GUIDES

JTF HQ
JSOTF

CORE COURSEWARE

JFACC
JSOTF

SPECIALIZED COURSEWARE

JT MEDICAL PLANNER

The joint training curriculum is defined by the collective body of courseware to support the training of joint force commanders and their staffs. This body of courseware is produced by a wide variety of organizations, including the JWFC, Services, resident schools, and combatant commands. The courseware can broadly be divided into the three categories of master training guides, core courseware, and specialized/supporting courseware as defined in subparagraph 3b below. This collective body of courseware is described in the Joint Course Catalog, published annually by the JWFC. As joint training courseware is developed or existing joint training courses are accredited, they will be included with appropriate annotation in the Joint Course Catalog.

b. Specific definitions of these documents and other terms are as follows:

Combatant Command Joint Training Plan (JTP): A plan developed and updated annually by each combatant commander which defines the methods used to train assigned forces (training audience) in joint doctrine and tactics, techniques, and procedures to accomplish the mission requirements (Joint Mission Essential Task List) over the selected training period. Specifically, the plan identifies the training audience, the joint training objectives, the training events, and required training resources. Also called CINC JTP.

Joint Training Course: A complete unit of instruction, ranging from a single lesson to a series of lessons, on a given subject to support joint training of individuals to perform specific tasks and duties as a joint force commander, a joint staff member, or joint force component staff member.

Joint Training Course Accreditation: Validation by J-7/Joint Exercise and Training Division (JETD) that the joint course fulfills a valid joint training requirement, does not unnecessarily duplicate other courses, and meets the following content criteria: (1) Universal Joint Task List (UJTL) linkage; (2) compliance with joint doctrine and joint tactics, techniques, and procedures; (3) proper format; and (4) focused at joint force commander, staff, or component headquarters staff level. The JWFC will perform the final review, within available resources, for compliance with the content criteria. In cases where the number of accreditation reviews are beyond JWFC resources, the accreditation review will be delegated to another organization or the senior course manager. Definition of the senior course manager will be coordinated on a case-by-case basis.

Joint Course Catalog (JCC):   Reference book of joint training courses (both available and in development) that addresses aspects of joint and multinational operations. Produced annually by the JWFC based upon worldwide inputs, the JCC defines the available courses and courseware to support joint training plans.

Joint Training Courseware: Collective term for materials to support joint courses or joint training events such as individual study, lectures, seminars, practical exercises, table top exercises, and other such events. These materials include single courses or Joint Programs of Instruction (JPOI), documents such as the Joint Task Force Headquarters Master Training Guide, interactive courseware, computer-based training, and non-JPOI materials such as videotapes, stand-alone handbooks, and other validated items.

Core Joint Training Course/Courseware: Course of sufficient breadth (e.g., Joint Forces Air Component Commander (JFACC)) that it merits automatic (push) distribution to combatant command training and PME libraries. These courses will receive a broader review and will be distributed automatically within available resources by the Lead Development Agent.

Specialized/Supporting Joint Training Course/Courseware: Course focused at specialized audiences. These courses will be resident and/or receive more limited distribution (pull), based upon a specific request. Distribution will be by the Lead Development Agent as resources permit.

Joint Training Course Validation: An evaluation by the developer of a joint course to verify it accomplishes its intended purpose, to identify and correct any deficiencies, and to improve the efficiency and effectiveness of the training.

Joint Master Training Guides: Documents that describe critical tasks and task steps referenced to conditions and performance measures in various joint command, staff, component, and functional areas. These documents serve to define what needs to be trained by one or more joint courses/joint programs of instruction.

Joint Program of Instruction (JPOI): Standardized lesson plans that are available to joint instructors to support academic seminars and formal joint courses. These generic courses or program of courses/lessons are tailorable by specific combatant commands to support their JTPs; for example, a JFACC POI is available to support combatant command JTPs.

Joint Staff Sponsor: Designated Joint Staff functional and management lead for specific course development efforts. Assists in coordinating the Lead Development Agent and funding for course development efforts. In most instances, it will be J-7/JETD, who will handle these responsibilities through normal Joint Staff action processing.

Joint Training System Support Team (JTSST): Tailored JWFC team to assist combatant commands through information updates and assistance in joint training requirements identification and analysis, joint training plan development, and joint training program assessment.

Joint Training Curriculum Working Group (JTCWG): Working group, under the oversight of the Commander, JWFC, and chaired by the JWFC Doctrine Division office of primary responsibility. This working group will have standing representatives from the combatant commands, Services, Joint Staff J-7/JETD and Military Education Division (MED), National Defense University (NDU), and JWFC (NDU and JWFC nonvoting members). Additional attendees such as representatives from joint training organizations (e.g., Joint Military Intelligence Training Center (JMITC)) will be as required. The JTCWG will meet periodically (notionally twice a year in association with Worldwide Joint Training Conference and Worldwide Exercise Scheduling Conference) to coordinate and prioritize joint course development requirements and accreditation reviews as well as discuss changes to this process and other joint training curriculum issues.

Lead Development Agent: Organization designated to develop, coordinate, distribute, and maintain a joint training course throughout its lifecycle, or until

relieved, for worldwide joint training community. Also referred to as course developer.

   Military Education Coordination Conference: An annual conference of flag-level representatives from the PME community, combatant commands, Joint Staff, Services, and OSD to address educational issues of mutual concern.

   Officer Professional Military Education Policy (OPMEP): CJCSI 1800.01 that promulgates the policies, procedures, objectives, and responsibilities for officer PME.

   Program for Joint Education: A CJCS approved body of objectives, policies, procedures, and standards supporting Joint Professional Military Education requirements for Joint Specialty Officer qualification.

4. Joint Course Development and Management Process
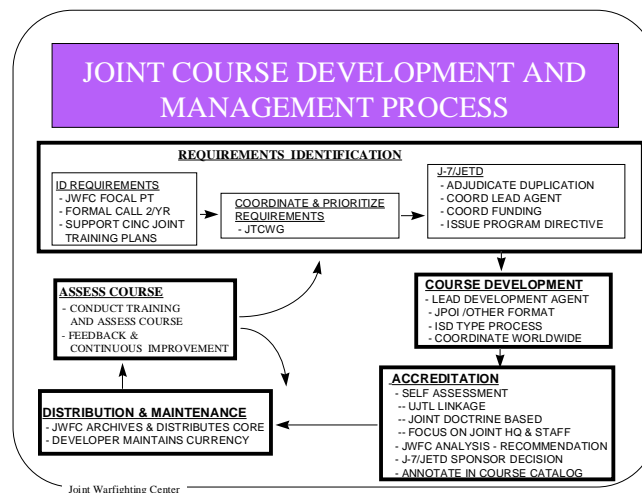
   a. Requirements Identification

      (1) Identification of joint training course development requirements should focus primarily on the needs of joint force commanders' training programs. The JWFC will serve as the facilitation focal point for the collection and prioritization of these requirements.

      (2) Potential requirements can arise from multiple sources. These include shortfalls in resources to support CINC JTPs, JWFC analysis from JTSST facilitation visits, Chairman Commended Training Issues, lessons learned, Remedial Action Projects, Joint Monthly Readiness Reports, and the Joint Training Master Plan (JTMP).

(a) Organizations identifying potential joint training course requirements should submit them at any time via the appropriate chain of command to the JWFC. The JWFC also will send out a call message requesting inputs prior to each meeting of the JTCWG.

(b) The JWFC will send a second message listing consolidated joint training course requirement inputs prior to JTCWG meetings. Addresses should review and staff these lists prior to each conference.

(3) The JTCWG will meet to discuss and draft an integrated joint training course development roadmap. To avoid duplication, the JWFC will assist this needs analysis process by analyzing initial recommendations of development requirements through an examination of existing courses and relationships between proposed requirements. In some cases, the best approach will be to combine inputs into a consolidated course or incorporate requirements into existing courses rather than develop courses on a one-for-one basis with initial recommendations. In other cases, the solution may be to develop doctrine or recommend changes to PME curriculum. In such cases, the JWFC will facilitate linking JTCWG recommendations with the Joint Doctrine Development Process and professional military education feedback/update mechanisms in accordance with (IAW) OPMEP (CJCSI 1800.01). The JTCWG also will prioritize courses for accreditation reviews.

(4) Following the conference, this draft joint training course development roadmap and other recommendations will be published and staffed IAW JSM 5711.01, "Joint Staff Correspondence Preparation," for the concurrence of the combatant commands and Services.

(5) Following concurrence, the Joint Staff J-7/JETD will serve as the primary office for coordinating actions within the Joint Staff, OSD, and the Service headquarters. In some cases, another Joint Staff directorate may be designated for these Joint Staff sponsor responsibilities.

(6) Course development requirements that must be expedited will be coordinated by message without convening the JTCWG.

  b. Joint Course Development

(1) J-7/JETD, in conjunction with *spell out and establish*→OSD(R&T), will coordinate with the Lead Development Agent (USACOM, Service, JWFC, NDU, etc.) to develop the course.   This assignment will be in the form of JTMP tasking and/or program directive describing the development requirement, Lead Development Agent, supporting organizations, funding arrangements, and major milestones. J-7/JETD and OSD (R&T) will coordinate funding with

Services and other organizations on a case-by-case basis.   The preferred method of funding is for the Lead Development Agent to input funding requirements through the appropriate chain of command during the Planning Programming Budgeting System cycle. Funding requirements must include follow-on support for course maintenance.

(2) The designated Lead Development Agent will develop the joint training course using a systematic, instructional systems development or like process that includes analysis of requirements, design, development, including validation and feedback following the conduct of training. Where appropriate, maximum use of CD-ROM, the Internet, and other distributed learning modes should be considered to facilitate distribution and ease of updates.

(3) For Joint Master Training Guide courseware, the format will include the following content areas:

(a) Preface.

(b) Table of Contents.

(c) Introduction and overview describing the purpose and structure.

(d) Matrices depicting cross-references between UJTL, *spell out & estblish*→MTG tasks, and task steps.

(e) Description of tasks and task steps, clearly linked to UJTL tasks, required to accomplish functional responsibilities.

(f) Reference to appropriate conditions and performance measures for assessing performance of tasks and task steps.

(g) Identification of specific joint doctrine and other source documents from which MTG tasks and task steps in each section are derived.

(4) For JPOI courseware, format will include the following content areas as applicable:

(a) Requirements analysis showing derivation of training objectives and how they link to UJTL tasks.

(b) Table of Contents.

(c) JPOI overview with JPOI name, purpose or scope, description, audience, required materials, equipment, and facilities, joint doctrinal and other references, prerequisites, duration, and table of contents.

(d) Lesson plans; each containing an introduction, instructor preparation, learning objectives with samples of behavior, student assignments, and lesson presentations. The lesson presentation will include instructor notes, visuals, and assessment quizzes and other presentation materials as required.

(e) Feedback process and forms.

(f) JPOI point of contact/manager, phone number, fax number, e-mail address.

(5) The developer will ensure adequate review and coordination with the worldwide joint community during course development. At a minimum, this review and coordination will include the combatant commands, Services, NDU, Joint Staff (J-7 and Joint Staff sponsor), JWFC, and any other organizations identified in the program directive.

(6) Developers of both master training guides and courses/programs of instruction will include a consolidated list of joint doctrinal and other references. The JWFC will maintain a consolidated data base of these reference lists and ensure Lead Development Agents are aware of joint doctrinal changes. Lead Development Agents in turn will be responsible for updating courseware in response to these joint doctrinal changes.

  c. Joint Course Accreditation

(1) The purpose of the accreditation process is to ensure courses meet certain basic criteria, including linkage to UJTL, standardization of format IAW the guidance herein, compliance with joint doctrine, and justification of resource expenditures. In some cases, there will be other course review/accreditation processes and organizations to accomplish other purposes. This process is not intended to supplant these other processes or organizations.

(2) The justification of resources criteria will be evaluated in the requirements phase. As part of this phase, the JWFC and the JTCWG will analyze a proposed joint course to determine that it does not unnecessarily duplicate an existing joint course. In addition, the JWFC and JTCWG will determine if the joint course requirement can be met by the modification of an

existing joint course. Based upon this analysis and recommendation, J-7/JETD will adjudicate any cases of duplication.

(3) Commensurate with available resources and the priorities established by the JTCWG, the JWFC will perform a final content review of courses for accreditation in accordance with the following procedures:

(a) The Lead Development Agent will submit a self-assessment report to JWFC/Doctrine Division describing how the joint course meets the following criteria:

<u>1</u>. How the learning objectives were derived and link to the UJTL and joint doctrine.

<u>2</u>. Course development methodology description.

<u>3</u>. Description of course and lesson objectives.

<u>4</u>. Summary of the course including individual lessons.

<u>5</u>. Integration and compliance with applicable joint doctrine.

<u>6</u>. Evaluation and feedback methods.

<u>7</u>. Any changes made as a result of the self-assessment.

(b) In all cases, the self-assessment report will be forwarded to the JWFC. In cases where the JWFC is performing the accreditation review, the Lead Development Agent also will forward the joint course materials. JWFC will review the joint course and self-assessment. Follow-up questions, suggestions, and guidance will be accomplished through telephone, message, or visits as required. Focus of the JWFC review will be to ensure the joint course meets the following basic criteria:

<u>1</u>. Course and lesson objectives cross-referenced or linked to the UJTL.

<u>2</u>. Conforms to joint doctrine.

<u>3</u>. Format in accordance with *spell out*→ JTS guidelines described under paragraph 3b.

<u>4</u>. Train personnel at the joint force commander/staff/major component staff level.

(c) Joint courses meeting these criteria will be recommended by the JWFC to J-7/JETD for accreditation.

(d) Based upon this recommendation and the original requirements analysis, J-7/JETD will accredit the joint course. These joint courses will be so annotated in the Joint Course Catalog.

(e) When accreditation review requirements exceed JWFC review capabilities, the final accreditation review and recommendation will be delegated to another organization or the senior course manager.

(f) The Lead Development Agent will initiate the accreditation process and reaccomplish it triennially or as required by changing doctrine and other guidance.

d. <u>Joint Course Distribution and Maintenance</u>

(1) Distribution medium will vary with joint course content, target audience, modes and media analysis, and technological capability, and resources. Where appropriate, maximum use of CD-ROM and distributed learning modes should be considered to facilitate distribution and ease of updates. In addition, the joint course should be installed on the JEL or the Internet with hypertext capability, where feasible.

(2) Joint course distribution will depend upon whether the course is designated as core or specialized/supporting. JWFC will serve as a central reference point for availability and sources of joint training courses and courseware.

(a) Core joint courses will be distributed to the combatant commands and other joint training audiences automatically, within available resources, by the Lead Development Agent.

(b) Supporting/specialized joint courses will be distributed (if exportable) by the Lead Development Agent on an as requested or pull basis as resources permit.

(3) The Lead Development Agent will be responsible for maintaining the joint course to include ensuring it is kept current with doctrinal changes and continues to meet user's needs. The JWFC will assist this process by providing inputs on joint doctrine changes, lessons learned, and developing issues. Joint course updates will be distributed per the original process described in the above paragraph.

(4) Non-JPOI courseware (e.g., standalone handbooks, videotapes) will follow the above requirements identification, development, maintenance, and distribution process. Content and format will vary with the nature of the material, but will also be UJTL and joint doctrinally based.

(5) Existing joint training courses will be accredited, distributed, and maintained under the procedures in paragraph 4. Until such time as these joint training courses are accredited, they will remain in the JCC, but without the accreditation annotation.

   e. Joint Course Assessment and Feedback

(1) The Lead Development Agent for each course will develop and incorporate a feedback process for each course. Feedback for core-designated courses will be sent in parallel to the Lead Development Agent and the JWFC.

(2) The lead individual executing the course instruction (could be in residence, mobile training team, or combatant command staff member) is responsible for obtaining feedback on the course using the procedures developed by the Lead Development Agent. The feedback for core designated courseware will be sent to the Lead Development Agent and the JWFC.

5. Responsibilities

   a. J-7

(1) Adjudicate duplication cases.

(2) Coordinate and issue tasking via the JTMP or Program Directive with OSD (R&T).

(3) Coordinate with OSD and the Services for resources on a case-by-case basis.

(4) Perform formal joint course accreditation following final JWFC content review and recommendation.

(5) Coordinate the assignment of Joint Staff Sponsor as applicable. In most cases, this will be J-7/JETD who will accomplish required actions through normal Joint Staff processing.

(6) Provide members to JTCWG (JETD and MED).

(7) Make recommendations for and facilitate coordination of joint education and joint training programs.

b. <u>JWFC</u>

(1) Initiate request for identification of and consolidate potential joint training course requirements. Serve as integrator for combatant command requirements.

(2) Provide member to and chair the JTCWG.

(3) Facilitate JTCWG by organizing meetings, facilitating discussion, providing analysis support, and publishing follow-up messages.

(4) Assist joint course developer by serving as a joint doctrine and JTS format standardization agent, providing inputs on lessons learned and issues, and serve on JPOI, course management, or configuration control boards.

(5) Review joint courses within available resources.

(6) Make recommendation to J-7/JETD on joint courses and accreditation.

(7) Serve as central source for availability of joint courses.

(8) Publish Joint Course Catalog.

(9) Serve as Lead Development Agent for selected joint courses, as applicable.

(10) Maintain the Joint Course Development and Management Process.

c. <u>Joint Training Curriculum Working Group</u>

(1) Discuss, initially coordinate, prioritize, and recommend joint course development requirements.

(2) Recommend Lead Development Agency.

(3) Prioritize courses for accreditation.

(4) Discuss and make recommendations to improve this Joint Training Course Development and Management Process and other joint training curriculum issues as required.

d. Combatant Commands

(1) Submit potential joint training course development requirements to JWFC/JTCWG.

(2) Provide member to JTCWG.

(3) Review joint courses in development by other organizations.

(4) Provide feedback on instructed joint courses to developer and JWFC.

(5) Develop or assign Lead Development Agent to develop and coordinate selected joint courses, as applicable (USACOM, USSPACECOM, USTRANSCOM, USSOCOM, and USSTRATCOM).

(6) Support process by attempting to obtain funding for course development where a combatant command organization is designated as the Lead Agent.

e. Services

(1) Submit potential joint training course development requirements to JWFC/JTCWG.

(2) Provide member to JTCWG.

(3) Review joint courses in development by other organizations.

(4) Provide feedback on instructed joint courses to the developer and to the JWFC.

(5). Develop or assign Lead Development Agent to develop and coordinate selected joint courses as applicable.

(6) Support process by attempting to obtain funding for course development where a Service organization is designated as the Lead Agent.

f. Lead Development Agent

(1) Coordinate through respective chain of command and J-7/JETD for required resources.

(2) Develop and validate the course using a systematic instructional systems development or similar process.

(3) Coordinate the developed course with the combatant commands, Services, J-7/JETD, JWFC, and other organizations as applicable to the course content.

(4) Initiate and support course accreditation.

(5) Maintain the currency of the course to incorporate feedback from course execution and joint doctrinal changes.

g. National Defense University

(1) Provide member to the JTCWG.

(2) Review joint courses in development by other organizations.

h. Defense Intelligence Agency/General Intelligence Training System (GITS)

(1) Serves as the focal point for all general intelligence training.

(2) Develops, publishes, and maintains appropriate procedures and instructions for the management and operation of the GITS.

(3) Receives, processes, and takes action to satisfy user requirements for new or modified joint and/or executive agent general intelligence training at the GITS schools and at the command Regional Joint Intelligence Training Facilities.

(4) Ensures that general intelligence training requirements are identified in sufficient time so that resources are appropriately programmed and prioritized to satisfy these requirements, particularly those generated by new systems.

(5) Identifies the training authority and location for the conduct of joint general intelligence training.

(6) Establishes General Intelligence Training Advisory Committees for general intelligence disciplines as the principal mechanism to ensure that job performance requirements are satisfied by GITS curricula.

(7) Establishes, as required, ad hoc or standing committees to examine specific training issues.

(8) Establishes an evaluation and information feedback system that incorporates Military Service evaluation methods.

(9) Reviews and coordinates Service and DIA planning and programming actions for general intelligence training.

6. <u>Joint Course Development and Management Process Comments</u>. Questions on this process or comments and suggestions for improving this process should be sent to the JWFC/Doctrine Division, Bldg 96, Fenwick Road, Fort Monroe, VA 23651-5000, DSN 680-6412, COMM (757) 726-6412, FAX DSN 680-6552.

GLOSSARY

Part I--ABBREVIATIONS AND ACRONYMS

AAR	after-action review
ALSP	aggregate-level simulation protocol
AMC	Air Mobility Command
AMETL	agency mission essential task list
AOR	area of responsibility
APOE	aerial port of embarkation
ARFOR	Army forces
AWSIM	air warfare simulation model
C2W	command and control warfare
C4I	command, control, communications, computers and intelligence
CAX	computer-assisted exercise
CBS	corps battle simulation
CBT	computer based training
CCTI	CJCS Commended Training Issues
CEB	CINC Exercise Branch, JETD, J-7
CINC	commander of a combatant command; Commander in Chief
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	CJCS instruction
CJCSM	CJCS manual
CJTF	commander, joint task force
CMP	collection management plan
COA	course of action
COMMEX	communications exercise
CONPLAN	concept plan
CONUS	continental United States
CPA	CJCS program assessment
CPX	command post exercise
CRS	CJCS readiness system
CTP	commercial ticket program
DCCEP	developing country combined exercise program
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DMA	Defense Mapping Agency
DNA	Defense Nuclear Agency

DOD	Department of Defense
DPG	Defense Planning Guidance
EAD	Evaluation and Analysis Division, J-7
ECP	exercise control plan
ENDEX	end of exercise
ERC	exercise related construction
EXSCHED	exercise schedule software
FAAR	facilitated after-action review
FEMA	Federal Emergency Management Agency
FPC	final planning conference
FTX	field training exercise
FY	fiscal year
FYDP	Future Years Defense Plan
GCCS	Global Command and Control System
HA	humanitarian assistance
ID	identification
IPC	initial planning conference
IPL	integrated priority list
IPR	in-progress review
IPS	illustrative planning scenario
ISR	intelligence, surveillance, and reconnaissance
IT	inland transportation
J-7	Operational Plans and Interoperability Directorate, Joint Staff
J-8	Force Structure, Resource, and Assessment Directorate, Joint Staff
JAAR	joint after-action report
JAARS	joint after-action reporting systems
JC2WC	Joint Command and Control Warfare Center
JCLL	Joint Center for Lessons Learned
JCM	joint conflict model
JCSE	Joint Communication Support Element
JDDP	Joint Doctrine Development Program
JDISS	Joint Deployable Intelligence Support System
JECEWSI	joint electronic warfare simulation
JECG	joint exercise control group
JEL	Joint Electronic Library

JEMP   Joint Exercise Management Program
JET   joint event teams
JETD   Joint Exercise and Training Division, J-7
JFACC   joint force air component commander
JFC   joint force commander
JFI   joint force integrators
JFLCC   joint force land component commander
JFMCC   joint force maritime component commander
JIC   Joint Intelligence Center
JIEO   Joint Interoperability Engineering Organization
JMAARS   Joint Model After-Action Review System
JMET   joint mission essential task
JMETL   Joint Mission Essential Task List
JMITC   Joint Military Intelligence Training Center
JMRR   joint monthly readiness report
JOA   joint operations area
JOC   joint operations center
JOPES   Joint Operation Planning and Execution System
JPME   joint professional military education
JPOI   joint program of instruction
JROC   Joint Requirements Oversight Council
JSCP   Joint Strategic Capabilities Plan
JSIMS   Joint Simulation System
JSOFI   joint special operations forces institute
JSOTF   joint special operations task force
JSPS   joint strategic planning system
JSTE   joint system training exercise
JTAO   Joint Tactical Air Operations
JTASC   Joint Training and Analysis Center
JTF   joint task force
JTLS   joint theater-level simulation
JTM   Joint Training Manual
JTMP   Joint Training Master Plan
JTMS   Joint Training Master Schedule
JTP   Joint Training Plan
JTS   Joint Training System
JTSST   joint training system support team
JTTP   joint tactics, techniques, and procedures
JULL   Joint Universal Lessons Learned
JULLS   Joint Universal Lessons Learned System
JWARS   Joint Warfare System
JWCA   Joint Warfighting Capability Assessment
JWFC   Joint Warfighting Center

LOC	line(s) of communications
LOI	letter of instruction
LRC	lesser regional contingency
M&S	modeling and simulation
MARFOR	Marine Corps forces
MECC	military education coordination conference
MED	Military Education Division, J-7
METL	mission essential task list
MINIEX	mini-exercise
MOOTW	military operations other than war
MOU	memorandum of understanding
MPC	mid-planning conference
MRC	major regional contingency
MSC	Military Sealift Command
MSEL	master scenario event list
MTG	master training guide
MTMC	Military Traffic Management Command
MTWS	Marine air-ground task force tactical warfare simulation
NATO	North Atlantic Treaty Organization
NAVFOR	Navy forces
NBC	nuclear, biological, and chemical
NCA	National Command Authorities
NEO	noncombatant evacuation operation
NIEX	no-notice interoperability exercise
NLT	not later than
NMS	National Military Strategy
NSC	National Security Council
OPORD	operations order
OPFOR	opposing force
OPLAN	operation plan
OPR	office of primary responsibility
OPTEMPO	operations tempo
OSD	Office of the Secretary of Defense
PBD	program budget decision
PDM	Program Decision Memorandum
PEM	program element monitor
PERSTEMPO	personnel tempo
PFP	Partnership for Peace

PH	port handling
PJE	Program for Joint Professional Military Education
PKO	peace keeping operation
PME	professional military education
PMERP	PME review process
POC	point of contact
POD	port of debarkation
POE	port of embarkation
POM	Program Objective Memorandum
PSYOP	psychological operations
RAP	Remedial Action Project Program
RESA	research, evaluation and system analysis
RSO	reception, staging, and onward movement
S&M	scheduling and movement
S&T	science and technology
SAE	special areas of emphasis
SIGSEC	signal security
SIOP	Single Integrated Operation Plan
SMEB	significant military exercise brief
SN	strategic national
SOP	standard operating procedure
SPOE	seaport of embarkation
SROC	Senior Readiness Oversight Council
ST	strategic theater
STARTEX	start of exercise
STOW	synthetic theater of war
TACSIM	tactical simulation
TCC	transportation component command
TPFDD	time-phased force and deployment data
TPO	task performance observations
UCP	Unified Command Plan
UIC	unit identification code
UJTL	Universal Joint Task List
ULN	unit line number
UN	United Nations
UNAAF	Unified Action Armed Forces
USACOM	United States Atlantic Command
USCENTCOM	United States Central Command
USEUCOM	United States European Command

USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USPACOM	United States Pacific Command
USSOCOM	United States Special operations Command
USSOUTHCOM	United States Southern Command
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UTC	unit type code
VTC	video teleconference
WPC	Warrior Preparation Center

Part II--DEFINITIONS

after-action review. A process designed to provide commanders direct feedback on the accomplishment of selected joint mission essential tasks, conditions, and standards stated in terms of training objectives in order for the commander to evaluate training proficiency. An analytical review of training events that enable the training audience, through a facilitated professional discussion, to examine actions and results during a training event. Also called AAR.

CINC Joint Training Plan. A plan developed and updated annually by each combatant commander that defines the methods used to train assigned forces (training audience) in joint doctrine and tactics, techniques, and procedures to accomplish the mission requirements (Joint Mission Essential Task List) over the selected training period. Specifically, the plan identifies the training audience, the joint training objectives, the training events, and required training resources. Also called CINC JTP.

CJCS Joint Training Master Plan. A plan developed and updated by the Chairman of the Joint Chiefs of Staff that provides planning guidance and identifies common joint training requirements. The plan includes, as a minimum, CJCS guidance, common joint tasks, and CJCS Commended Training Issues. Also called CJCS JTMP.

CJCS Joint Training Master Schedule. A program developed and updated annually by the Chairman of the Joint Chiefs of Staff that integrates the CINCs' Joint Training Plans and the schedule of the CJCS-sponsored exercises. The schedule includes, as a minimum, exercise summaries for the program year as well as proposed summaries for the following 5 years. Also called CJCS JTMS.

command-linked tasks. These tasks depict the interfaces between supported and supporting commands. Command-linked tasks are performed by supported commands and are key to the accomplishment of supporting command or agency JMETs.

common joint task. Joint task selected by more than one JFC as a joint mission essential task , command-linked task, or supporting task.

component interoperability task. These tasks are performed by more than one Service component to meet the mission-derived conditions and approved standards of the combatant commands.

component interoperability training. Operational training based on joint doctrine or joint tactics techniques and procedures in which more than one Service component participates. This training normally includes CINC or Service initiatives to improve responsiveness of assigned forces to combatant commanders.

conditions. Those variables of an operational environment or situation in which a unit, system, or individual is expected to operate that may affect performance.

exercise. A military maneuver or simulated wartime operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation. It may be a multinational, joint, or single-Service exercise.

exercise objective. Specific statement of purpose, guidance, and/or direction for an exercise.

individual joint training. Joint academic courses, OSD, Defense agency, combatant command or Service-sponsored events, are offered to prepare individuals to perform duties in joint organizations or to operate uniquely joint systems (e.g., Joint Intelligence Support System).

interagency operations. Operations that often involve several departments and agencies of the US Government. These organizations may include the office of the Secretary of Defense; the Joint Chiefs of Staff; the Departments of State, Agriculture, Commerce, Justice, and Transportation; and the Intelligence Community.

interagency/intergovernment training. Military training based on NCA-derived standard operating procedures, as applicable, to prepare interagency and/or international decision makers and staffs in response to NCA-approved mandates.

issue. A shortcoming or deficiency identified during training or operations that precludes training to standard and requires focused problem solving. Defined and analyzed in terms of doctrine, training, education, material, and organizations (force structure) to facilitate correction and validation.

joint after-action report. A written report consisting of summary joint universal lessons learned that provides the official description of an operational training event and identifies significant lessons learned. Also called JAAR.

joint exercise. Exercises based on joint doctrine and tactics, techniques, and procedures that train and evaluate joint forces and/or joint staffs to respond to requirements established by joint force commanders to accomplish their assigned mission(s).

Joint Mission Essential Task List. A list of joint tasks considered essential to the accomplishment of an assigned or anticipated mission. Also called JMETL.

Joint Professional Military Education. The portion of professional military education concentrating on the instruction of joint matters. Also called JPME.

joint training. Military training based on joint doctrine and tactics, techniques, and procedures to prepare joint forces and/or joint staffs to respond to operational requirements deemed necessary by the combatant commanders to execute their assigned missions. NOTE: Deviations from these criteria may be made at the discretion of the respective combatant commander. For instance, regional exercises focused on such CINC priorities as coalition building, overseas presence and access, demonstrating national resolve, and visible support for allies/coalition partners could be included in the CINC Joint Training Plan.

lesson learned. 1. A technique, procedure or work around that allowed the task to be accomplished to standard based upon a identified shortcoming or deficiency within a specific command or circumstance which may be applicable to others in similar circumstances. 2. A changed behavior based upon previous experiences which contributed to mission accomplishment.

master training guide. Assembled in a single volume, these documents are derived from joint doctrine and usually focus on specific joint organizations requiring tailored training. A standardized "playbook", master training guides include tasks organized on a mission and/or functional basis grouped with supporting tasks and associated conditions and standards. Also called MTG.

military training. The instruction of personnel to enhance their capacity to perform specific military functions and tasks; the exercise of one or more military units conducted to enhance combat readiness. Military training has three components: Service, joint, and multinational.

mission. 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefor. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task.

multinational exercises. Exercises that train and evaluate US and other nations' forces or staffs to respond to requirements established by multinational force commanders to accomplish their assigned mission(s).

multinational interoperability training. Military training based on allied, joint, and/or Service doctrine, as applicable, to prepare units in response to National Command Authority (NCA)-approved mandates. The purpose is to ensure interoperability of combat and combat support forces, and military equipment between US Service component(s) and other nation(s) forces.

multilateral peace operations. Actions taken by the United Nations (UN) under the authority of Chapter VI or Chapter VII of the UN Charter, by regional arrangements pursuant to Chapter VIII of the UN charter, or by ad hoc coalitions pursuant to a UN Security Council resolution under the authority of Chapter VI or VII of the UN Charter or consistent with Chapter VI of the UN Charter in order to preserve, maintain, or restore the peace. (Approved for inclusion in the next edition of Joint Pub 1-02.)

multinational training. Military training based on allied and/or coalition, joint, and/or Service doctrine or tactics, techniques, and procedures, as applicable, to prepare personnel or units for multinational operations in response to National Command Authorities' directives.

Partnership for Peace Exercise. A NATO exercise conducted as one of a series of training events to enhance the coordination of military forces for peacekeeping, humanitarian assistance, and search and rescue operations. Based on non-lethal scenarios, PFP exercises seek to expand and intensify military and political cooperation throughout Europe.

peace building. Post-conflict actions, predominately diplomatic and economic, that strengthen and rebuild governmental infrastructure and institutions in order to avoid a relapse into conflict. (Joint Pub 1-O2)

peace enforcement. Application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to maintain or restore peace and order. (Joint Pub 1-02)

peacekeeping. Military operations undertaken with the consent of all major parties to a dispute, designed to monitor and facilitate implementation of an agreement (ceasefire, truce, or other such agreement) and support diplomatic efforts to reach a long-term political settlement. (Joint Pub 1-O2)

peacemaking. The process of diplomacy, mediation, negotiation, or other forms of peaceful settlements that arranges an end to a dispute, and resolves issues that led to it. (Joint Pub 1-O2)

peace operations. A broad term that encompasses peacekeeping operations and peace enforcement operations conducted in support of diplomatic efforts to establish and maintain peace. (Joint Pub 1-O2)

Professional Military Education. The systematic instruction of professionals in subjects that will enhance their knowledge of the science and art of war. Also called PME.

program of instruction. A series of related courses designed to satisfy a specific joint training requirement (e.g., joint task force headquarters, etc.).

Service training. Military training based on Service policy and doctrine to prepare individuals and interoperable units. Service training includes basic, technical, operational, and component-sponsored interoperability training in response to operational requirements deemed necessary by the combatant commands to execute assigned missions.

standard. In joint training, the minimum acceptable proficiency required in the performance of a particular task under a specified set of conditions. It is defined by the combatant commander and consists of measure and criterion.

    a. measure. Provides the basis for describing varying levels of task performance.

    b. criterion. Defines acceptable levels of performance.

supporting task. Specific activities that contribute to the accomplishment of a Joint Mission Essential Task. Supporting tasks are accomplished by subordinate elements of a joint force (i.e., joint staff, functional components, etc.)

task. A discrete event or action, not specific to a single unit, weapon system, or individual, that enables a mission or function to be accomplished by individuals and/or organizations.

task performance observations. Task performance observations are the sum of a training audience, training objective with conditions, standards associated and collated with all of the data both from the model and observer reports along with an executive summary in order for the commander to review and make a training proficiency evaluation.

training assessment. An analytical process used by joint force commanders to determine an organization's current levels of training proficiency on mission essential tasks. This process also supports the Chairman of the Joint Chiefs of Staff's and combatant commanders' cumulative assessments of overall joint readiness.

training evaluation. The process used to measure the demonstrated ability (e.g., demonstrated during training events or exercises) to accomplish specified training objectives within a discrete event or exercise.

training objective. A statement that describes the desired outcome of a training activity. A training objective is derived from joint mission essential tasks, conditions, and standards.